



The exemption on item 8 was subsequently lifted in accordance with a resolution of the Committee.

Employment and Appointments Committee

Date:	Tuesday, 5 March 2019
Time:	5.00 p.m.
Venue:	Committee Room 2 - Wallasey Town Hall

Contact Officer: Andrew Mossop
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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 of the items on this agenda and, if so, to declare it and state the nature of the interest.

2. MINUTES (Pages 1 - 6)

To approve the accuracy of the minutes of the meeting held on 6 March, 2018.

3. EMPLOYMENT AND APPOINTMENTS PANEL MINUTES (Pages 7 - 20)

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

- Assistant Director – Early Help and Prevention (Children's); Assistant Director – Modernisation and Support (Children's) and Assistant Director – Culture and Visitor Economy, held on 22 May, 2018;
- Corporate Director for Economic and Housing Growth, held on 22 May and 6 and 7 June, 2018;
- Director for Change and Organisational Design, held on 26 July and 8 August, 2018;
- Assistant Director – Finance and Investment, held on 26 July and 31 August, 2018,

are submitted for information.

4. **PAY POLICY STATEMENT 2019/20** (Pages 21 - 32)
5. **GENDER PAY GAP REPORT** (Pages 33 - 42)
6. **WORKFORCE EQUALITY REPORT** (Pages 43 - 124)
7. **EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PRESS AND 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 paragraphs 1 and 3 of Part 1 of Schedule 12A to that Act. The public interest test has been applied and favours exclusion.

8. **CHIEF OFFICER REPORT** (Pages 125 - 142)

EMPLOYMENT AND APPOINTMENTS COMMITTEE

Tuesday, 6 March 2018

Present: Councillor P Davies (Vice-Chair in the Chair)

Councillors G Davies B Mooney
P Gilchrist L Rennie
M McLaughlin

Deputies Councillors S Whittingham (In place of AER Jones)
P Hayes (In place of JE Green)

16 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.

17 MINUTES

The Committee were requested to approve the accuracy of the minutes of the meetings of 27 June, 10 October and 18 December, 2017.

Resolved – That the minutes of the meetings of 27 June, 10 October and 18 December, 2017, be approved.

18 EMPLOYMENT AND APPOINTMENTS PANEL MINUTES

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

- Director for Children, held on 3 and 22 August, 2017;
- Director of Finance and Investment, held on 17 and 31 August, 2017;
- Director for Strategy and Partnerships, held on 22 August and 19 September, 2017;
- Assistant Director: Law and Governance, held on 22 August and 3 October, 2017,

were submitted for information.

Resolved – That the minutes be noted.

19 **REFERRAL FROM AUDIT AND RISK MANAGEMENT COMMITTEE - ABSENCE MANAGEMENT**

The Committee considered a report of the Chief Executive on Absence Management. The report had been requested by the Audit and Risk Management Committee at its meeting on 21 November, 2017 (minute 41 refers) when it had resolved, that:

- the Attendance Management Action Plan be noted and referred to the Employment and Appointments Committee for further consideration; and
- the Head of Paid Service be requested to attend the next meeting of the Employment and Appointments Committee to provide a further update on matters regarding council's approach to stress and absence management for its staff.

The report contained a detailed study into levels of absence in the Council and how absence was being managed and monitored. There was a particular focus on stress and mental health related absence.

In response to comments from Members, Tony Williams, Senior HR Manager, made the following comments:

- Referrals to Occupational Health were made on day 1 for staff reporting mental health related absence and they were triaged within five working days and able to access a whole range of advice and support, including up to 6 sessions of counselling. This was quicker than a GP referral.
- If staff were reticent about reporting a mental health absence there was a confidential route through the Employee Assistance Programme for anonymised reporting.
- Training for Line Managers was being undertaken by MIND since September to enable managers to recognise signs and symptoms of mental health problems.
- He was aware of the organisation, Mental Health First Aid and would be happy to explore what they could offer and informed the meeting that with regard to mindfulness there was an event being planned.
- A number of events had already been held with regard to health and wellbeing, including wellbeing pledges, offers on Invigor8 membership.
- He acknowledged that it might be some time before the impact of these initiatives showed up in the figures of absence for mental health.
- He gave examples of a variety of measures for proactive support, including blood pressure checks and wellbeing roadshows.
- Although a full staff survey had not been held since 2016, there had been a number of mini-surveys and another organisation wide survey was being planned.
- Wirral MIND was training managers to recognise their own stress levels and covered this in their sessions.

- Managers were being encouraged to act as role models in managing their work / life balance and a staff area was being created on the ground floor of the Town Hall, Wallasey for staff to have somewhere away from their desks to have a lunch break.
- Support was in place to try and avoid staff going off sick with stress and if they did go off support was in place quickly.
- A good range of services was available through occupational health.
- Training was ongoing with managers to monitor compliance with the absence policy and there had been approximately 50 of these sessions undertaken so far.

The Committee thanked Tony Williams for his detailed report and comprehensive responses to their questions.

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

Resolved -

(1) That the detailed data and analysis of the Council’s absence levels including stress and mental health related absence and how this is being managed be noted.

(2) That a further update be provided to this Committee at a future meeting.

20 EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC

On a motion by Councillor Phil Davies, 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 paragraphs 1 and 3 of Part I of Schedule 12A (as amended) to that Act.

21 CHIEF OFFICER STRUCTURE

The Chief Executive introduced a report upon a proposed Chief Officer restructure following the meeting of 18 December 2017, (minute 15 refers) at which the deletion of the post of Managing Director Delivery Services had been agreed and at which the Chief Executive had been authorised to develop further proposals for the Chief Officer structure of the Council.

The Council’s operating environment continued to change with a range of internal and external drivers influencing the way the Council delivered its

services in the future. At the same time the financial challenges for the Council remained significant and there was a need to ensure that resources were managed efficiently at senior level and opportunities to reduce senior management costs were explored. The number and type of roles required at management level were continually under review and had to constantly evolve to reflect the changing organisation and external environment.

This report sought approval for a new operating structure to chief officer (tier 3) level and for the realignment of functional responsibilities that reported to them.

The report also updated the Committee on intended recruitment on a permanent basis to the vacant Assistant Director: Law and Governance post (Monitoring Officer).

The Chief Executive responded to Members' questions on a number of issues and on a motion by Councillor Phil Davies, seconded by Councillor George Davies, it was –

Resolved (5:3) – That this Committee:

- (1) acknowledges the overall need for change;**
- (2) approves the new Chief Officer structure for consultation, as shown in Appendix 1 to the report;**
- (3) agrees the design principles used to determine the Chief Officer structure and authorises the Chief Executive to consult with the Trade Unions and affected individuals; and implement the structure as finalised following consultation;**
- (4) confirms Paul Satoor in the role of Corporate Director for Business Management and David Armstrong in the role of Corporate Director for Delivery Services and Assistant Chief Executive;**
- (5) delegates recruitment for all internal appointments within the structure to the Chief Executive and, where appropriate and alongside any external recruitment process, to make interim appointments to ensure the continuity of business delivery. That this be subject to the usual arrangements for Member appointments applying to this process. With agreement, it is anticipated that the consultation period will run for a period of at least 30 days following this meeting;**
- (6) agrees the immediate external recruitment to the post of Corporate Director for Economic & Housing Growth. In accordance with the**

Council's policies and procedures this will be a Member appointment;

- (7) acknowledges that in some instances the salary of officers operating at tier 4 level may be comparable / equivalent to chief officer pay but that decisions on the tier 4 (and below) structure are delegated to the Head of the Paid service;**
- (8) authorises the Chief Executive, once all other options such as voluntary redundancy, early retirement etc. have been pursued, to consider compulsory redundancy to enable the implementation of the agreed structure;**
- (9) approves the revision of the post of Assistant Director: Law and Governance post to Director – Governance & Assurance and confirms, subject to Council approval and the Council's standard pre-employment process, the permanent appointment of Philip McCourt in the role of Director – Governance & Assurance (Monitoring Officer).**

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EMPLOYMENT AND APPOINTMENTS PANEL (ASST DIRECTOR - EARLY HELP AND PREVENTION (CHILDREN'S) ; ASST DIRECTOR - MODERNISATION AND SUPPORT (CHILDREN'S); ASST DIRECTOR - CULTURE AND VISITOR ECONOMY)

Tuesday, 22 May 2018

Present: Councillors A Brame B Mooney
JE Green L Rennie
AER Jones J Stapleton
A Leech

1 APPOINTMENT OF CHAIR

On a motion by Councillor Adrian Jones, seconded by Councillor Anita Leech, it was –

Resolved – That Councillor Bernie Mooney 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 Adrian Jones 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 items of business on the grounds that they involve 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 ASSISTANT DIRECTOR - CULTURE AND VISITOR ECONOMY (ECONOMIC AND HOUSING GROWTH)**

The Chief Executive provided a summary of the job description and key requirements for the role of Assistant Director – Culture and Visitor Economy.

The Panel interviewed the short listed candidate and on a motion by the Chair, duly seconded, it was –

Resolved (unanimously) – That Lucy Barrow, currently Head of Strategy, be appointed to the post of Assistant Director – Culture and Visitor Economy.

5 **APPOINTMENT OF ASSISTANT DIRECTOR - MODERNISATION AND SUPPORT (CHILDREN'S)**

The Director for Children provided a summary of the job description and key requirements for the role of Assistant Director – Modernisation and Support.

The Panel interviewed the short listed candidate and on a motion by the Chair, duly seconded, it was –

Resolved (unanimously) – That Carly Brown, currently Head of Performance, Quality and Improvement, be appointed to the post of Assistant Director – Modernisation and Support.

Councillor Green left the meeting prior to the third interview.

6 **APPOINTMENT OF ASSISTANT DIRECTOR - EARLY HELP AND PREVENTION (CHILDREN'S)**

The Director for Children provided a summary of the job description and key requirements for the role of Assistant Director – Early Help and Prevention.

The Panel interviewed the short listed candidate and on a motion by the Chair, duly seconded, it was –

Resolved (unanimously) – That Elizabeth Hartley, currently Senior Manager Targeted Services, be appointed to the post of Assistant Director – Early Help and Prevention.

EMPLOYMENT AND APPOINTMENTS PANEL (CORPORATE DIRECTOR FOR ECONOMIC AND HOUSING GROWTH)

Tuesday, 22 May 2018

Present: Councillors C Blakeley P Davies
C Carubia AER Jones
G Davies M McLaughlin

Deputy: Councillors L Rennie (In place of S Williams)

1 APPOINTMENT OF CHAIR

On a motion by Councillor A Jones, seconded by Councillor G Davies, it was –

Resolved – That Councillor P Davies take the 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 CORPORATE DIRECTOR FOR ECONOMIC AND HOUSING GROWTH

The Chief Executive welcomed Amanda Riley and Yvonne Skingle from the recruitment consultants, Penna to the meeting.

Tony Williams, Senior HR Manager, circulated a summary sheet of the technical assessment recommendations.

With Yvonne Skingle and Amanda Riley giving an overview of each of the six candidates, the Panel discussed which of these six should be put forward to the next stage of the selection process.

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

Resolved (5:2) – That candidates 1, 2, 3 and 6 be put forward for the next stage of the selection process.

EMPLOYMENT AND APPOINTMENTS PANEL (CORPORATE DIRECTOR FOR ECONOMIC AND HOUSING GROWTH)

Wednesday, 6 June 2018

Present: Councillor P Davies (Chair)

Councillors C Blakeley AER Jones
C Carubia M McLaughlin
G Davies S Williams

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 CORPORATE DIRECTOR FOR ECONOMIC AND HOUSING GROWTH

The Chair welcomed Maggie Hennessy, of Penna to the meeting who then gave feedback to the Panel on the stakeholder group interviews with the four candidates. The Panel then received feedback from the three political group representatives, who had met the candidates during the morning, the Panel considered which of the four candidates should be invited to attend for final interview for the post of Corporate Director for Economic and Housing Growth.

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

Resolved (6:1) – That candidate numbers 2 and 3 be invited to attend for final interview on 7 June, 2018.

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EMPLOYMENT AND APPOINTMENTS PANEL (CORPORATE DIRECTOR FOR ECONOMIC AND HOUSING GROWTH)

Thursday, 7 June 2018

Present: Councillor P Davies (Chair)

Councillors C Blakeley AER Jones
C Carubia M McLaughlin
G Davies S Williams

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 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.

10 APPOINTMENT OF CORPORATE DIRECTOR FOR ECONOMIC AND HOUSING GROWTH

Further to minute 7, the Panel interviewed the two short listed candidates for the post of Corporate Director for Economic and Housing Growth.

On a motion by the Chair, duly seconded, it was –

Resolved (unanimously) – That, Brian Bailey, formerly Director, Strategy and Funding at Blackburn with Darwen Borough Council, be appointed to the post of Corporate Director for Economic and Housing Growth.

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EMPLOYMENT AND APPOINTMENTS PANEL (DIRECTOR FOR CHANGE AND ORGANISATIONAL DESIGN AND ASST DIRECTOR FINANCE AND INVESTMENT)

Thursday, 26 July 2018

Present: Councillors A Brame D Elderton
G Davies AER Jones
P Davies C Jones

Apologies Councillor L Rennie

1 APPOINTMENT OF CHAIR

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

Resolved – That Councillor Phil Davies take the 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 items of business on the grounds that they involve 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 DIRECTOR FOR CHANGE AND ORGANISATIONAL DESIGN

The Chair welcomed Amanda Riley, from the recruitment consultants, Penna to the meeting along with Liz Hammond, Acting Director for Change and Organisational Design, to the meeting.

The Panel then discussed which of the seven candidates should be invited to the next stage of the selection process with Amanda Riley giving an overview of the two recommended candidates.

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

Resolved – That candidates 1 and 2 be put forward for the next stage of the selection process.

5 **APPOINTMENT OF ASSISTANT DIRECTOR FOR FINANCE AND INVESTMENT**

Amanda Riley and Shaer Halewood, Director of Finance and Investment gave an overview of the two recommended candidates and the Panel discussed which of the six shortlisted candidates should be invited to the next stage of the selection process.

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

Resolved – That candidates 1 and 2 be put forward for the next stage of the selection process.

6 **INTERVIEW DATE FOR DIRECTOR FOR CHANGE AND ORGANISATIONAL DESIGN POST**

The panel were informed that one of the candidates for the post of Director for Change and Organisational Design was unavailable in the week of 6 August. It was suggested and agreed that the final selection process for this post be held on Wednesday, 15 August, 2018.

EMPLOYMENT AND APPOINTMENTS PANEL (DIRECTOR FOR CHANGE AND ORGANISATIONAL DESIGN AND ASST DIRECTOR FINANCE AND INVESTMENT)

Wednesday, 8 August 2018

Present: Councillor P Davies (Chair)

Councillors A Brame AER Jones
G Davies

Deputies: Councillors C Blakeley (In place of D Elderton)
A Hodson (In place of L Rennie)

Apologies Councillors C Jones

7 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.

8 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.

9 APPOINTMENT OF DIRECTOR FOR CHANGE AND ORGANISATIONAL DESIGN

Further to minute 4, Amanda Riley of Penna, the recruitment consultants, informed the Panel that candidate number 2 had withdrawn from the process, but she recommended that the Panel proceed with an interview, as the remaining candidate was a strong candidate.

The Panel interviewed the short listed candidate for the post of Director for Change and Organisational Design.

On a motion by the Chair, duly seconded, it was –

Resolved (unanimously) – That, Nicola Boardman, currently Head of Corporate Support and Development with Merseyside Police, be appointed to the post of Director for Change and Organisational Design.

EMPLOYMENT AND APPOINTMENTS PANEL (DIRECTOR FOR CHANGE AND ORGANISATIONAL DESIGN AND ASST DIRECTOR FINANCE AND INVESTMENT)

Friday, 31 August 2018

Present:

Councillor P Davies (Chair)

Councillors	A Brame	AER Jones
	G Davies	C Jones
	D Elderton	L Rennie

7 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.

8 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.

9 APPOINTMENT OF ASSISTANT DIRECTOR: FINANCE AND INVESTMENT

Further to minute 5, 26 July 2018, the Panel interviewed the two short listed candidates for the post of Assistant Director: Finance & Investment.

On a motion by the Chair, duly seconded, it was –

Resolved (unanimously) – That Daniel Kirwan be appointed to the post of Assistant Director: Finance & Investment.

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Employment and Appointments Committee

5 March 2019

REPORT TITLE	PAY POLICY STATEMENT 2019-2020
REPORT OF	DIRECTOR OF CHANGE AND ORGANISATIONAL DESIGN

1.0 REPORT SUMMARY

- 1.1 In line with the Localism Act 2011 (the Act), the purpose of the Council's Pay Policy is to provide transparency with regard to the Council's approach to setting pay by identifying:
- The methods by which salaries of all employees are determined;
 - The detail and level of the salary package of its most senior staff;
 - The Head of Paid Service responsibility for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to Full Council.

2.0 RECOMMENDATION/S

- 2.1 The Employment and Appointments Committee are asked to:
- Agree the introduction of the National Joint Council (NJC) redesigned pay spine which includes the National Living Wage rate of £9 per hour, effective from 1 April 2019.
 - Recommend the approval of the Pay Policy Statement for the financial year 2019/20 to Full Council.

3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 The Council is required by Section 38 of The Localism Act 2011 to prepare a Pay Policy Statement for each financial year.

4.0 OTHER OPTIONS CONSIDERED

- 4.1 No other options were considered as the Pay Policy Statement is a requirement of the Localism Act 2011.

5.0 BACKGROUND INFORMATION

- 5.1 The draft pay policy statement details the Council's current arrangements, using the definitions contained in the Localism Act and associated guidance.
- 5.2 The Act also requires the Council to have regard to statutory guidance entitled 'Openness and accountability in local pay' under the Transparency Agenda.

5.3 **Key Changes**

The 2019/20 statement reflects key changes and updates that have occurred within the last financial year as follows:

5.4 **The Living Wage**

A new Foundation Living Wage rate was announced by The Living Wage Foundation on 1 November 2018. The new Living Wage rate is £9 per hour, an increase of 25p.

5.5 The Council uses the National Joint Council (NJC) nationally negotiated pay spine as the basis for its pay structure. This has been redesigned with effect from 1 April 2019. The Council has assimilated the redesigned spinal points in consultation with the trade unions.

6.0 **FINANCIAL IMPLICATIONS**

6.1 The cost of implementing the redesigned pay spine (effective 1 April 2019) and associated assimilation is approximately £3.2M including on-costs. This will be built into departmental budgets under the provision for pay growth.

7.0 **LEGAL IMPLICATIONS**

7.1 Section 38 of the Localism Act 2011 requires the Council to prepare a pay policy statement for each financial year which sets out the following matters:-

- The Council's policies for the financial year relating to: (a) the remuneration of its chief officers; (b) the remuneration of its lowest-paid employees; and (c) the relationship between the remuneration of those chief officers, and the remuneration of its employees who are not chief officers.
- The definition of "lowest-paid employees" adopted by the Council for the purposes of the statement, and the Council's reasons for adopting that definition.
- The statement must include the Council's policies relating to: (a) the level and elements of remuneration for each chief officer; (b) remuneration of chief officers on recruitment; (c) increases and additions to remuneration for each chief officer; (d) the use of performance-related pay for chief officers; (e) the use of bonuses for chief officers; (f) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority; and (g) the publication of and access to information relating to remuneration of chief officers.

7.2 When preparing and adopting its pay policy statement, the Council must have regard to guidance issued by the Secretary of State under section 40 of the Localism Act 2011.

7.3 The guidance makes it clear that neither the pay accountability provisions in the Localism Act 2011 nor the guidance are intended to:

- Supersede the Council's existing responsibilities and duties which it has as an employer;
- Remove the Council's autonomy to make decisions on pay that are appropriate to local circumstances and which deliver value for money for local taxpayers; or
- Determine the Council's policies or decisions on pay.

- 7.4 The Council remains bound by relevant employment (and other) legislation as the employer and any changes which may be proposed by the policy must bear in mind the requirements of such legislation.
- 7.5 A purpose of the Act and guidance is to require that the Members' role in ensuring that the remuneration, particularly that of the most senior staff, is appropriate and commensurate with their responsibility.
- 7.6 The Council can amend the pay policy on an annual basis as required by the Act but may also amend the policy as needed to take into account changing legislative requirements.
- 7.7 When considering its pay policy statement, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). A proportionate equality analysis is referenced below in order to support consideration of these matters.

8.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

- 8.1 None.

9.0 RELEVANT RISKS

- 9.1 The Council is required to prepare and approve its Pay Policy Statement 2019/2020 before 31 March 2019. The Council will be at risk of not meeting the requirements of The Localism Act 2011 if this is not achieved.

10.0 ENGAGEMENT/CONSULTATION

- 10.1 The Trade Unions have been consulted on the key updates and changes for the 2019/2020 Pay Policy.

11.0 EQUALITY IMPLICATIONS

- 11.1 The Council operates all pay arrangements within the requirements of the Equality Act 2010. All pay arrangements are regularly reviewed and assessed to identify any equality issues (See separate reports on this agenda). A specific EIA was produced and shared with trade unions relating to the implementation of NJC pay award for 2019/20.

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APPENDICES

- 1) The Pay Policy Statement 2019-2020

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WIRRAL COUNCIL

PAY POLICY STATEMENT

2019 – 2020

1. Introduction and Purpose

- 1.1. In line with the Localism Act 2011 (the Act), the purpose of this statement is to provide transparency with regard to the Council's approach to setting pay by identifying:
 - The methods by which salaries of all employees are determined;
 - The detail and level of the salary package of its most senior staff i.e. 'Chief Officers', as defined by the relevant legislation;
 - The Chief Executive and Head of Paid Service responsibility for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to Full Council.
- 1.2. The Council will consult with the relevant Trade Unions in relation to changes and updates to the Pay Policy, before the Policy is considered by Full Council.
- 1.3. Once approved by Full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis; the policy being approved by 31 March each year.
- 1.4. The Council may, by resolution, amend this Pay Policy, including after the beginning of the financial year to which it relates.

2. The Scope of this Policy

- 2.1. This Pay Policy Statement relates to staff employed by Wirral Council whose salary package including rate of pay and terms and conditions are determined by and are within the control of the Council.

3. Other Legislation Relevant to Pay and Salary Package

- 3.1. In determining the pay and salary packages of all of its employees, the Council will comply with all relevant employment legislation.
- 3.2. It is Council policy to ensure that there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of job evaluation mechanisms, which directly establish the relative levels of posts in grades according to the requirements, demands and responsibilities of the role.
- 3.3. Under the Public Sector Equality Duty 2011, the Council is required to publish and analyse equal pay across protected groups and disaggregate the information to address under-representation across the workforce.
- 3.4. The Council will ensure that it meets the requirements of the Local Government Transparency Code 2014. The Transparency Code requires that all local authorities publish certain information related to the organisation, salaries and fraud including:
 - Organisation chart
 - Senior salaries
 - The pay multiple
 - Trade union facility time

- Fraud
- Constitution

4. Pay Structure

- 4.1. The Council uses the National Joint Council (NJC) nationally negotiated pay spine (i.e. a defined list of salary points) as the basis for its pay structure. Following consultation, this includes the assimilation of the redesigned spinal points, effective 1 April 2019.
- 4.2. The Council employs staff on other pay and terms and conditions including Craft, Youth and Community, Soulbury, Teachers, NHS, and pay is in accordance with national pay spines.
- 4.3. The Council adopts the national pay bargaining arrangements in respect of the establishment and revision of national pay spines, for example through any agreed annual pay increases negotiated with joint Trade Unions, subject to any local agreements in place.
- 4.4. Where a nationally negotiated pay spine does not apply, the Council will determine the salary rate through local negotiation and agreement.
- 4.5. All other pay related issues are the subject of either nationally or locally negotiated rates, in accordance with collective bargaining.
- 4.6. In determining its grading structure and setting salary packages for any posts which fall outside the scope of the national pay bargaining arrangements, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community.
- 4.7. There are circumstances where the terms of Transfer of Undertakings (Protection of Employees: TUPE) may determine the eligibility of pay awards for employees who transfer into the Council on protected terms and conditions.

4.8. Variations to Pay Grade

- 4.8.1. From time to time it may be necessary to take account of the external pay levels in the labour market in order to attract and retain employees with particular experience, skills and capacity. Where necessary the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using data sources available from within the local government sector and outside, as appropriate.
- 4.8.2. Any temporary supplement to the salary scale for the grade is approved in accordance with the Council's Honoraria Policy, or any applicable market rate supplement arrangements.

4.9. Job Evaluation

4.9.1 Post grades are determined using Job Evaluation schemes.

4.10. The Living Wage

4.10.1. Living Wage rates are based on Minimum Income Standards methodology and seek to take account of real living costs for essential goods and services.

4.10.2. Through the Council's Pay Policy Statement, the Council is committed to and pays the Living Wage for all employees.

4.10.3. The Living Wage rate is reviewed and announced by The Living Wage Foundation on 1 November each year. The Council will consider any increases to the Living Wage as part of the annual Pay Policy Statement. If agreed, increases to the Living Wage will take effect from 1 April the following year. The provision for the Living Wage will be kept under review.

4.13.4 The current Living Wage rate for outside London increased from 1 November 2018 to £9 per hour.

4.11. New Appointments

4.11.1. New appointments will normally be made at the minimum Spinal Column Point (SCP) of the relevant pay scale for the grade. Where the candidate is already in receipt of remuneration above the minimum SCP of the relevant pay scale, the appointment will normally be made at the nearest equivalent SCP in the grade. If the employee is already in receipt of acting up or honoraria this will also apply.

4.11.2. The appointment salary may be varied with the agreement of the Head of Human Resources. Proposals should be made by the recruiting manager, supported by a business case providing objective justification for the proposed variation prior to any offer of employment.

4.12. Progression through Pay Grades

4.12.1. An employee's progression through the increments of a particular pay grade is linked to length of service. Increments are awarded on 1 April each year, or for new appointments between 1 October and 31 March, six months from the start date.

4.12.2. The arrangements and factors considered in determining an individual's progression through different pay grade may be determined by experience, skills and qualifications as set out in the relevant Job Description and progression criteria.

5. Senior Management Salary

- 5.1. For the purposes of this statement, senior management means 'Chief Officers' as defined under section 43(2) of the Localism Act 2011. This includes statutory chief officers, non-statutory chief officers and deputy chief officers as listed within that Act.
- 5.2. The posts falling within the statutory definition are set out in '*The Code of Recommended Practice for Local Authorities on Data Transparency (the data transparency code)*'.
- 5.3. The Council's grading structure for Chief Officers is as follows:
 - Chief Executive
 - Senior Director 1
 - Senior Director 2
 - Director 1
 - Director/Deputy Director 2
 - Assistant Director 1
 - Assistant Director 2
- 5.4. The terms and conditions, including the payment of any allowances for Chief Officers is set out within the Joint Negotiating Committee for Chief Officers of Local Authorities constitution conditions of service salaries. All details of Chief Officer salaries are published in accordance with the Transparency Code.
- 5.5. The Chief Executive handbook sets out the terms and conditions of employment for the Chief Executive and Head of Paid Service. Some provisions within this also apply to Council's Statutory Officers (Section 151 Officer and Monitoring Officer).

6. Recruitment of Chief Officers

- 6.1. The Council's policy and procedures with regard to recruitment of Chief Officers is set out in Part Four of The Council's Constitution. The appointment of Chief Officers and Deputy Chief Officers is delegated to The Employment and Appointments Committee as set out in Part Three of The Council's Constitution.
- 6.2. The determination of the salary to be offered to any newly appointed Chief Officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment. The Council's Chief Officer pay scales are published on the Council's website.
- 6.4. The Localism Act Guidance says that Council should have the opportunity to vote before salary packages of £100,000 or more are agreed. Through The Council's Constitution, this is delegated to the Employment and Appointments Committee, as above, which appoints Chief Officers other than for those roles where the full Council has reserved powers in respect of defined posts.
- 6.5. There is a statutory requirement to notify the Leader of the Cabinet of the selection decision, and provide an opportunity for each Cabinet Member to make representations on the decision to the proper officer.

- 6.6 A meeting of full Council will approve the appointment to the following:
- Head of Paid Service;
 - Section 151 Officer (also known as Chief Finance Officer);
 - Monitoring Officer;
 - Returning Officer (for which expenses may be claimed); and
 - Electoral Registration Officer.

7. Additions to Salary

- 7.1. In addition to basic salary, the following posts receive additional pay as set out below:

Post / Tier of post	Payment details
Chief Executive and Head of Paid Service	Returning Officer duties: <ul style="list-style-type: none"> • National statutory amount for Parliamentary/National Elections. • Locally determined amount in accordance with national guidance for Local Government Elections.
All eligible employees	Allowances in accordance with The Council's Terms and Conditions.

8. Pension Contributions

- 8.1. The employer's pension contribution is required to be published under S7 of the Accounts and Audit Regulations 2011.
- 8.2. The Council will automatically enroll all eligible employees into the Local Government Pension scheme and the Council is required to make a contribution to the scheme representing a percentage of the pensionable Salary due under the contract of employment of that employee.
- 8.3. The rate of contribution is set by Actuaries advising Merseyside Pension Fund and reviewed every three years in order to ensure the scheme is appropriately funded.

9. Payments on Termination

- 9.1. The Council's approach to statutory and discretionary payments on termination of employment for all employees, including Chief Officers, prior to reaching normal retirement age, is set out within the Council's Enhanced Discretionary Severance Scheme.
- 9.2 The Council will keep its Enhanced Discretionary Severance Scheme under review. Any changes, as approved by Full Council are published in accordance with the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) regulations 2006.

9.3 Any payments upon termination in respect of a Chief Officer exceeding £100,000, (apart from contractual payments, where the Council has no discretion) shall be subject to a vote at Council or relevant Committee or Panel of Members with delegated authority to approve such payments. Payments upon termination are subject to any legislative requirements or caps.

10. Lowest Paid Employees

10.1. The lowest paid persons employed by the Council are employed on full time (36 hours) equivalent salaries in accordance with spinal column points 10 (Band A) of council's grading structure (locally agreed). The grading structure takes account of the Living Wage hourly rate (see section 3 above).

10.2. The relationship between the rate of pay for the lowest paid and Chief Officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement.

10.3. The current pay levels within the Council define the multiple between the average full time equivalent (FTE) earnings and the Chief Executive as 1:6.39.

10.4. The current pay levels within the Council define the multiple between the lowest paid employee full time equivalent (FTE) earnings and average Chief Officer earnings as 1:5.99.

10.5. The current pay levels within the Council define the multiple between the average FTE earnings and the average of Chief Officer earnings as 1: 3.62.

10.6. As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate. In addition, upon the annual review of this Statement, the Council will also monitor any changes in the relevant 'pay multiples' and benchmark against other comparable local Authorities.

11. Accountability and Decision Making

11.1. In accordance with the Constitution of the Council, the Employment and Appointments Committee is responsible for decision making in relation to Chief Officer recruitment. The Employment and Appointment Committee may delegate this to the Head of Paid Service.

11.2 The Chief Executive and Head of Paid Service has delegated responsibility for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council below Chief Officer level.

12. Re-employment / Re-engagement of Employees

12.1. The Council will not re-employ any former employees that have left the Council through early retirement or under the Voluntary Severance Scheme where there has been a cost to the Council, except in exceptional circumstances and with the approval of the Head of Human Resources.

13. Publication

13.1. Upon approval by Full Council, this statement will be published on the Council's Website and Intranet.

13.2. In line with the requirement of the Local Government Transparency Code 2014, the Council will publish an organisation chart covering staff in the top three levels of the organisation, which will include the following information:

- Grade
- Job Title
- Salary in £5,000 brackets
- Salary ceiling (the maximum salary for the grade)

13.3. The following information for senior salaries (employees whose Salary in that year was at least £50,000) will also be published:

- Job Title
- Salary



Employment and Appointments Committee

5 March 2019

REPORT TITLE	GENDER PAY GAP REPORT 2018
REPORT OF	DIRECTOR OF CHANGE AND ORGANISATIONAL DESIGN

1.0 REPORT SUMMARY

1.1 In line with the Equality Act 2010 (the Act), the purpose of the Council’s Gender Pay Gap Report is to provide transparency with regard to the average difference between earnings of women and men.

2.0 RECOMMENDATION/S

2.1 The Employment and Appointments Committee are asked to:

- Note the Gender Pay Gap report and the reasons for the change in gap.

3.0 REASON/S FOR RECOMMENDATION/S

3.1 The Council is required by law (The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017) to publish an annual gender pay gap report.

4.0 OTHER OPTIONS CONSIDERED

4.1 No other options were considered as the Gender Pay Gap report is a requirement of the Equality Act 2010.

5.0 BACKGROUND INFORMATION

5.1 Gender pay is not about equal pay. Unequal pay means that individual women and men are not getting equal pay for doing equal work. The gender pay gap shows the average difference between the earnings of women and men. It has a number of contributory factors, most of which are more about the kinds of industries and jobs open to women than about the ways in which men and women are paid.

5.2 Just because there is a gender pay gap does not make it unlawful. Having a gender pay gap does not mean the Council is discriminating against women.

5.3 A gender pay gap is not solely the result of pay practices. It is about much broader influences. Gender pay gaps are the outcome of economic, cultural, societal and educational factors.

6.0 FINANCIAL IMPLICATIONS

6.1 None.

7.0 LEGAL IMPLICATIONS

7.1 The Council is required by law (The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017) to publish an annual gender pay gap report.

8.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

8.1 None.

9.0 RELEVANT RISKS

9.1 The Council is required to prepare and publish an annual Gender Pay Gap Report for 2018 by 31 March 2019.

9.2 The Council's current gender pay gap compares favourably to the national averages and other public sector organisations. The Council will continue to analyse and compare the outcomes of the gender pay gap annually and consider any actions that may address the gap.

10.0 ENGAGEMENT/CONSULTATION

10.1 The Trade Unions have been consulted.

11.0 EQUALITY IMPLICATIONS

11.1 Based on the outcomes of the report, the Council will undertake further analysis and detailed benchmarking to identify any actions that may address the pay gap differential.

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APPENDICES

1) The Gender Pay Gap Report 2018

Gender Pay Gap Report at March 2018

Wirral Council is required by law (The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017) to publish an annual gender pay gap report.

What is a gender pay gap?

The gender pay gap shows the average difference between the earnings of women and men. It has a number of contributory factors, most of which are more about the kinds of industries and jobs open to women than about the ways in which men and women are paid.

Just because there is a gender pay gap does not make it unlawful. Having a gender pay gap does not mean the Council is discriminating against women.

A gender pay gap is not solely the result of pay practices. It is about much broader influences. Gender pay gaps are the outcome of economic, cultural, societal and educational factors.

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

Reporting Requirements

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

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

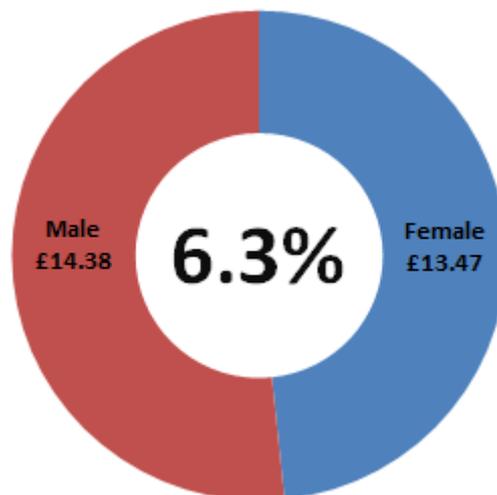
The Council's workforce is predominantly female:



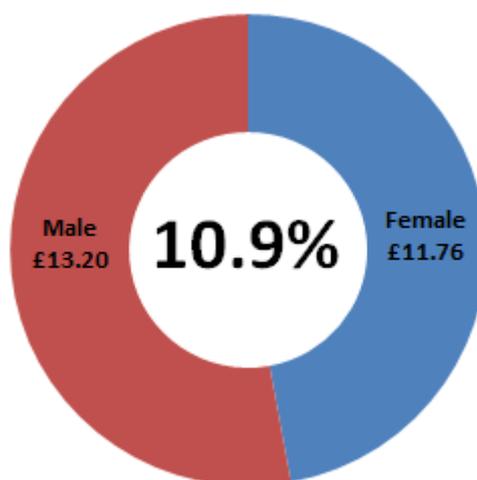
The Gender Pay Gap for Wirral Council is:

Gender Gap	%age	Male Rate	Female Rate	Council Rate
The mean gender pay gap	6.3%	£14.38	£13.47	£13.80
The median gender pay gap	10.9%	£13.20	£11.76	£12.12
The mean gender bonus gap	0	N/A	N/A	N/A
The median gender bonus gap	0	N/A	N/A	N/A

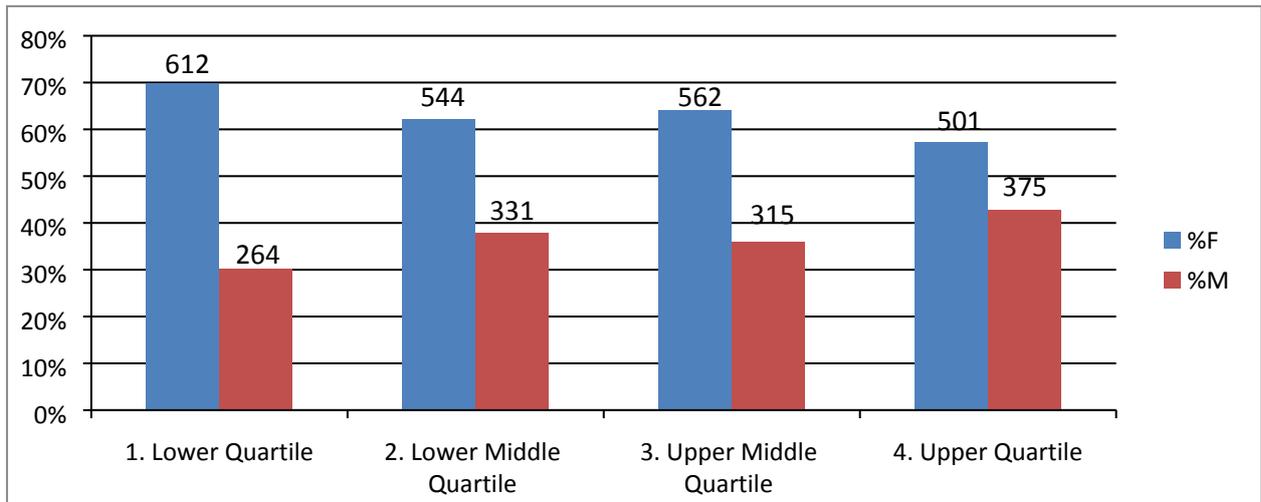
The **mean** gender pay gap is the average gap across all staff in scope. On average men earn 6.3% more than women.



The **median** gender pay gap is the middle rate of all hourly rates in scope. The mid-rate for men is 10.9% higher than that of women.



The Pay Quartiles by gender are:



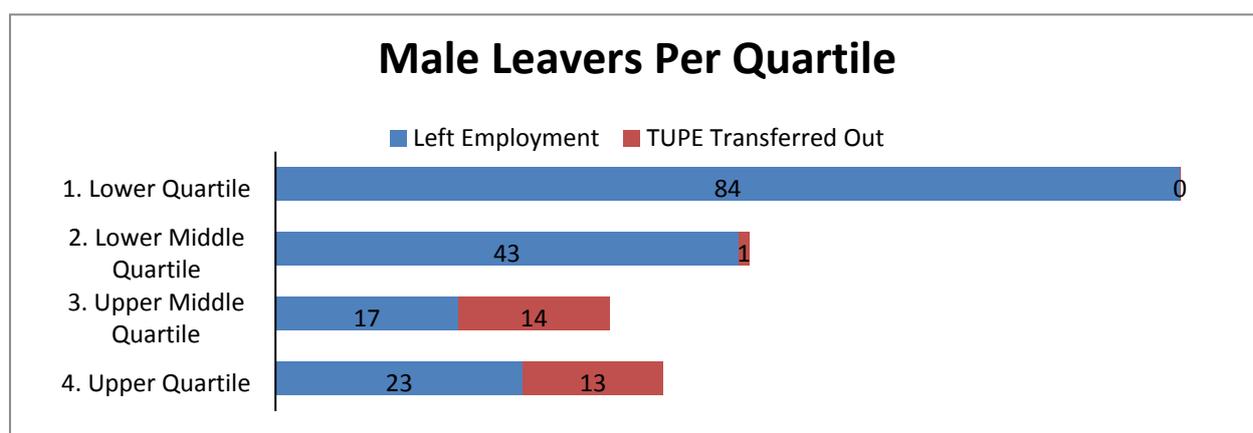
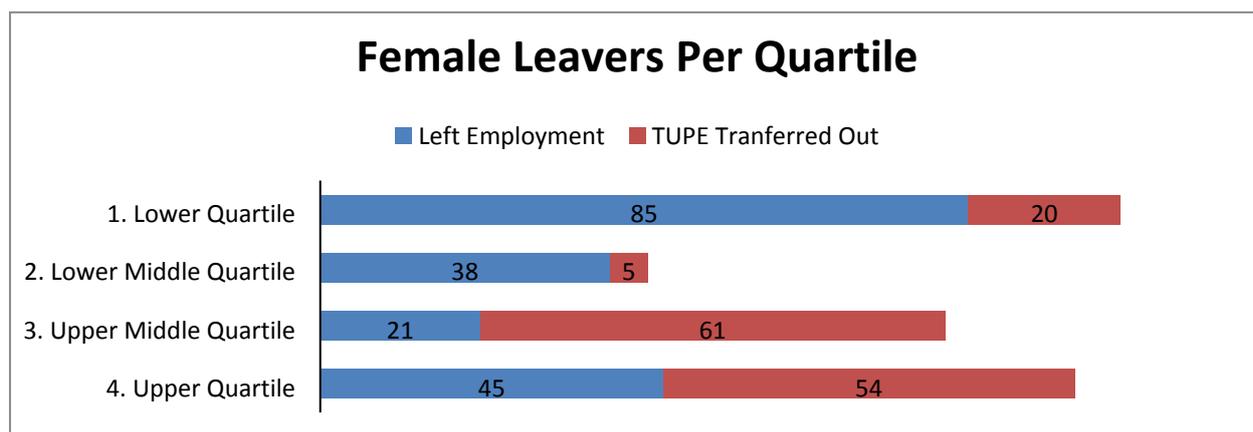
Quartiles are defined by dividing the workforce into 4 equal sized groups, then split by gender.

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Comparison with Wirral Council's 2017 gender pay gap

The mean gender pay gap (GPG) of 2017 has risen from 5.85% to 6.35% in 2018, whilst the median GPG has risen from 4.78% to 10.9%.

This increase is fundamentally due to the change in workplace profile, with a significant number of female employees in the two upper quartiles leaving the organisation. This was a result of service reorganisation and employees transferring to partnership organisations. The following bar charts demonstrate the impact of TUPE on the workforce, particularly women in the two upper quartiles.



Turnover

When accounting for new starters, the overall impact is that there is a greater reduction of women in the upper quartiles and a greater reduction of men than women in the lower quartiles.

	Leavers	Starters	Reduction	Leavers	Starters	Reduction	% Reduction
Quartile	Female			Male			Female
Lower Quartile	105	38	-67	84	28	-56	54.47%
Lower Middle Quartile	43	29	-14	44	21	-23	37.84%
Upper Middle Quartile	82	50	-32	31	15	-16	66.67%
Upper Quartile	99	36	-63	36	18	-18	77.78%
Grand Total	329	153	-176	195	82	-113	60.90%

What are the other contributing factors to Wirral Council's gender pay gap?

Workforce Gender Profile

Wirral Council has a predominantly female workforce, with 63% employees female and 37% male.

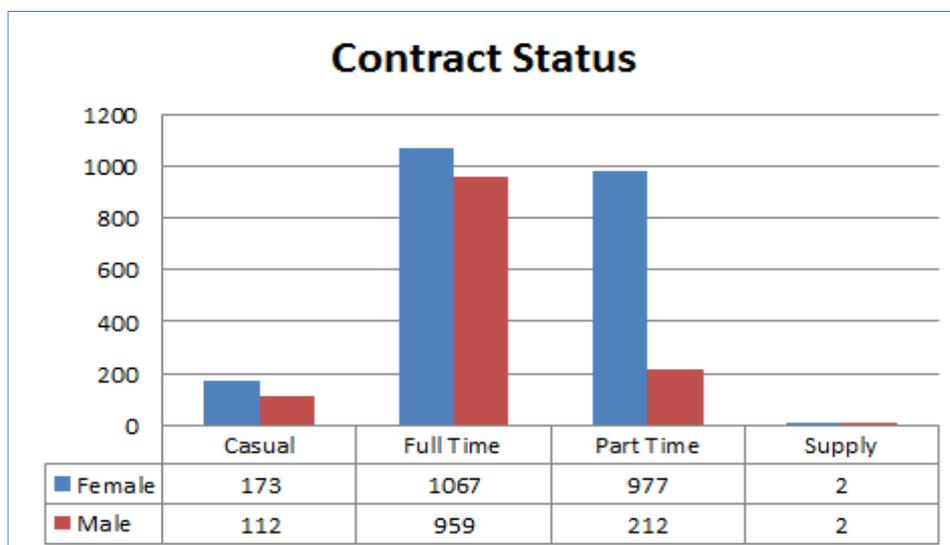
Across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations). In Wirral, the top quartile roles are occupied by more women than men, however the pay gap is due to the significantly higher numbers of women than men particularly in the lower quartile.

Employment Contracts and Flexible Working

Wirral has a variety of flexible work options, e.g. full-time, part-time, term-time, seasonal, providing a number of working arrangements for individuals to choose from that fit into their work-life balance.

It is acknowledged that females are traditionally viewed as the primary carers meaning that whilst these opportunities are available to everyone employed, these employment options still tend to attract and retain more women than men.

Since Wirral has a number of roles falling into the lower quartile with minimal work hours to accommodate work-life balance arrangements, this influences the higher proportion of women in lower quartile job roles.



Wirral also has a significantly higher number of women working term time or reduced working weeks compared with men. Based on the definition of the calculation of the rate of pay, this reduces the hourly rate and therefore has an impact on the pay gap.

Reduced Working Weeks per Year



11.85% of Females work a reduced number of weeks per year
Compared to 3.5% of Males Employees

Premium Payments

Premium payments include enhanced rates for unsocial hours and weekend working. These are generally paid to lower paid employees thus enhancing their rate. In Wirral, the premium payments are paid to 8.7% of women and 11.75% of men, thus contributing to the pay gap.

How does Wirral Council's gender pay gap compare with that of other organisations?

The vast majority of organisations have a gender pay gap and we are pleased to be able to say that Wirral's gap compares favourably to the national average and other public sector organisations.

		*ONS **ASHE whole sector	
	Wirral Council 2018	2018	2017
Median gender pay gap	10.9%	17.9%	18.4%

**Office for National Statistics*

***Annual Survey of Hours and Earnings*

Contributing factors that lessen Wirral's gap compared to the national picture are:

Wirral's adoption of the Foundation Living Wage which results in the lower quartile rates being comparatively higher than national rates.

Access to a Career Break scheme enables women to take time away from work after having children and return to work at an equivalent position and level of pay, meaning women returning to the workplace aren't disadvantaged financially or with their career opportunities. This is not broadly used in the private sector and will contribute towards narrowing the pay gap.

Based on the figures published last year, Wirral compared favourably to other Merseyside Authorities, however it should be noted that the profile of the workforce and types of services delivered by individual authorities will greatly impact on the data and resulting pay gap. e.g. refuse collection, construction workers which are roles predominantly occupied by men.

Summary

Wirral's gender pay gap in 2018 widened compared with 2017. However this is not the result of a change to pay policy or grading inequality, it is the result of a change to the profile of the workforce due to organisational change and different ways of providing services.

As organisational change continues, we will continue to monitor the impact on our gender pay gap.

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Employment and Appointments Committee

5 March 2019

REPORT TITLE	ANNUAL WORKFORCE EQUALITY REPORT 2017/18
REPORT OF	DIRECTOR: CHANGE AND ORGANISATIONAL DESIGN

1.0 REPORT SUMMARY

- 1.1 This report provides Employments and Appointments Committee with the annual Workforce Equality Report for 2017/18.
- 1.2 In addition, it also provides Employments and Appointments Committee with an update in relation to data gaps in our workforce equality information.

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.
- 2.2 Employment and Appointments Committee note the position in relation to workforce equality performance and the progress made by the Council in relation to producing, analysing and publishing workforce data.

3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 To meet our legal requirements under the Public Sector Equality Duty (PSED) 2011.

4.0 OTHER OPTIONS CONSIDERED

- 4.1 Not applicable.

5.0 BACKGROUND INFORMATION

- 3.1 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.
- 3.2 The Workforce Equality Report for 2017/18 is provided at Appendix One
- 3.2 Employment and Appointments Committee were previously with a detailed annual Workforce Equality Report in June 2017.

3.3 As part of the summary action plan in that report, a targeted 'staff confidence' campaign was included to help narrow the gaps in data. This has now been undertaken and has seen an improvement in the level and detail of data collected which is detailed in the report. The Council respects employee's rights not to declare personal information and provide a 'prefer not to say' responses in all categories.

4.0 FINANCIAL IMPLICATIONS

4.1 None as a direct result of this report. However, failure to comply could potentially lead to a fine if the Council does not meet its legal requirements.

5.0 LEGAL IMPLICATIONS

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

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

6.1 None.

7.0 RELEVANT RISKS

Non-compliance with the Equality Act 2010 and PSED April 2011.

8.0 ENGAGEMENT/CONSULTATION

The annual Workforce Equality report forms part of the work plan of HR / OD and is the basis of the governance arrangements for workforce equality. As part of the action plan to minimise data gaps, a staff confidence campaign took place in March 2018 with a targeted approach in July 2018 to managers that had employees with missing data.

9.0 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 2017/18
- 2) This Is Who We Are - Infographics of Workforce Equality report 2017/18

Workforce Equality Report 2017/18



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>مجس ویرال Wirral ملتزم بامکانیہ توفير المعلومات لیکن الحصول علیها بواسطة كل فرد. يمكنك الذهاب الی وحدة الخدمات المتعددة او اتصل تلفونياً علی مركزنا للاتصالات علی الرقم 2020 606 (0151) للمساعدة والنصح إذا ترغب فی المعلومات مترجمة او فی شكل آخر كالكتابة بخطوط كبيرة، بكتابة بریل او شریط كاسیت.</p> <p>(Arabic)</p>
<p>উইরাল কাউন্সিল সকলের কাছে তথ্য পৌঁছে দেওয়ার জন্য দায়বদ্ধ। আপনি আমাদের ওয়ান-স্টপ-শপে ভিজিট করতে পারেন বা আমাদের কল সেন্টারে (0151) 606 2020—এই নম্বরে সাহায্য ও পরামর্শের জন্য ফোন করতে পারেন যদি আপনি তথ্য অনুবাদিত, অন্য ফরম্যাটে, বড়ো হরফে ছাপায় বা ব্রেইল লিপিতে পেতে চান।</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 پرا 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 2017/18, 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 so 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 83% 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

EXECUTIVE SUMMARY

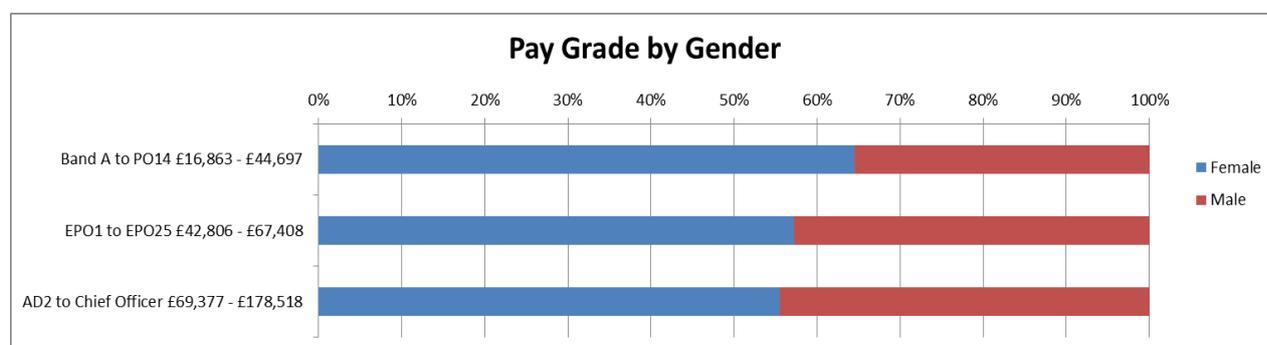
This Executive Summary provides the key facts and findings of the annual Workforce Equality report 2017/18.

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

Sex

1.1	Workforce	Males 36%	Females 64%
	*Wirral Population	Males 49%	Females 51%

Pay grades by sex



- 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 around 57% (against overall female workforce of 64%).
- However, based on comparison to local population figures, women are over represented at Manager / Senior Managers level and at Chief Officer group level (Chief Officer level female representation is a reverse in trend from last year by 7%).

Ethnicity

2.1	Workforce	BME 2%	White 87%	Prefer not to say 11%
	*Wirral Population	BME 5.0%	White 94.7%	

- The overall make-up of the workforce is predominately from a White British background at 87% 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 over represented at 5% when compared to overall workforce of 2% and representative of the local population.
- When we look at Manager / Senior Managers (EPO1 – EPO25) BME employees are over represented at 5.7% (against workforce of 2% and local population of 4%).
- The Chief Officer Group does not have any representation from a BME background.

Disability

3.1 Workforce Yes 5.7% No 76.6% Unknown 17.7%

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 4.7% to 5.7%.
- The number of employees with reasonable adjustments is 93.
- Disabled employees are over represented across the entire workforce.
- High levels (15%) 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).

Sexual Orientation

4.1 Workforce Heterosexual 60.54% LGB 1.4% Unknown 0.87%
 *UK population Heterosexual 93.7% LGB 1.7% Unknown 4.6%

- There is no comparable data for this category.
- The North West region has the second highest population rate in the country for people who identify as gay or lesbian and bisexual.
- Public Health England 2017 study estimates that 2.5% of England's population identifies as LGB or 'other'.
- Compared to the Public Health England's national study of 2.5%, our employee data falls below this at 1.4% (regionally estimated at 2.5%).

Religion or Belief

5.1	Workforce	Yes 49.69%	No 13.76%	Unknown 0.84%
	*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 Pagan and Muslim are the 2 areas where there has been an increase in percentages.
- We no longer have an employees with Sikh religion or belief
- Those with no religion have increased
- The data shows overall that Atheist, Buddhist and Christian are the 3 areas where there has been a slight decrease in percentages.

Gender reassignment

6.1	Workforce	Yes 0.21%	No 11.09%	Unknown 88.31%
	*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.

1. Age

7.1	Age	Workforce	Wirral Population
	16 – 25	3%	17.7%
	26 – 35	14%	18.0%
	36 – 45	19%	19.4%
	46 – 55	38%	23.3%
	56 – 65	24%	20.0%
	66+	3%	30.5%

- Around 63% 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 – 65.

- Apprenticeship levy of 2.3% will mean a strain on existing resources.
- Around 59% of our female employees are aged 46 – 55, this age group is most likely to be experiencing the peri-menopause / menopause and are also most likely to have additional caring responsibilities.
- In relation to pay grades, the highest number of employees fall into the 46 – 60 age bands with 1,595 (37%) in workforce group, 162 (67%) in Manager/Senior Managers group and 22 (81%) in Chief Officer Group.

Pregnancy and Maternity

Number of females: 2,142

Number of pregnancies: 31 or 1.44%

- Two members of staff took paternity leave
- Whilst there has been a decrease of 200 female members of staff over the last three years, there has been a slight increase in the number of pregnancies.
- During the course of 2017/18 there were 37 members of female staff that took or were already on maternity leave (not all declared via self-serve system).
- Of the 37 employees, all 37 returned, 20 returned with no change in working pattern whilst 17 returned part time within 6 months.

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*

Caring responsibilities

Workforce Yes 3% or 91 employees.

- The majority of Carers are women at 78% (71 compared to men at 20).
- This figure is likely to be much higher (employees may not have updated their information via self-serve).

Working hours

- There are 1,243 or 37.2% employees that work less than 36 hours.

- There are 2,092 or 62.8% employees that work full time.
- A total of 1,026 or 47.8% 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.

Training

- More women accessed delivered training than men, when compared to the workforce gender split. This trend has reversed from last year whereby more men accessed training than women.
- 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.
- All employees from a Chinese, Indian, White and Asian and Mixed background accessed delivered training. Those from a Bangladeshi, Other Asian, White and Black Caribbean and White Irish were the next highest cohort.
- Employees aged under 20 and over 61 are less likely to access delivered training when compared to other age categories.
- Employees in the age bracket 41 – 45 were the highest at 80% to access delivered training.

Recruitment

- Whilst more women than men applied for jobs, the success rates of appointed candidates are fairly evenly split.
- Women were around 4% more successful than men to be appointed.
- The top 3 ethnicities after Mixed White and Black African shortlisted were White Irish, Bangladeshi and Black Caribbean. Followed by White British, Other Asian and Chinese respectively.
- The top 3 ethnicities appointed were African, Black Caribbean and Mixed White where all shortlisted candidates were appointed. Followed by Indian, Bangladeshi and White British respectively.
- Mixed White and Black African was by far (at 80%) the top ethnicity to be shortlisted. In contrast, no candidates from this ethnic group were appointed.
- The profile of employees with a disability has increased slightly from 5.5% to 5.7% from the previous year; this is not reflected in the number of disabled people appointed when compared to non-disabled people.
- All age groups under 65 are fairly evenly split in the shortlisting category.
- When we look at successful appointments, age groups 26 – 55 are fairly evenly split.
- All of the shortlisted candidates aged 66+ were appointed. The next highest age group is aged 56 – 65.
- Around 50% of the shortlisted candidates aged 26-35 were appointed.
- Age group 16 – 25 is the lowest success rate at 41%

Pay

- There has been a reverse in trend at Chief Officer level with 7% increase in female representation and a decrease of 7% for men.
- 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
- The Chief Officer Group does not have any representation from BME background.

Issues

- High levels of unknown – particularly in relation to sexual orientation, religion or belief and gender reassignment. Several staff confidence campaigns will help to reduce the levels of unknown.

Comment

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.
- Initial staff confidence campaign has been launched with more planned in the coming months to address any concerns and help reduce the data gaps.

Organisational context

Over the past seven years the council has made significant financial savings and is now an employer of a reduced but still large number of people. About 83% of employees live on the Wirral.

Between April 2010 and 31 March 2017 our workforce reduced by 2,288. Between 1 April 2017 and 31 March 2018, the workforce reduced by 190.

As well as leavers this included 158 staff who transferred to the NHS in June 2017. We have remodelled a number of services and integrated almost all of our adult social care services with NHS partners.

This level of organisational change has clearly had an impact on the demography of our workforce. It has limited opportunities to impact the workforce profile of the organisation in terms of under-represented protected characteristics, with external recruitment limited for many roles and the Council's priority to redeploy internal employees displaced as much as possible.

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.

The data we collect and what we do with the information is detailed in the Council's Workforce Monitoring Policy.

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.

Currently around 89% of employees data has been captured (some, not all categories which is an improvement of 10% on last year's data) on the self-serve system.

Whilst we acknowledge the right that employee have not to declare. However, the level of completion is lower than we would expect, so we have taken targeted steps to raise awareness amongst our workforce to encourage employees to explain why this information is required 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 released further modules on the self-serve system in relation to employees training records and recruitment and selection which are two significant areas. This means that the equality information we can monitor and publish in relation to this is more accurate and robust - making processes more efficient.

This is an area that we must develop and improve in order that managers 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.

Recent research has shown that our annual workforce equality report is the most comprehensive in the Liverpool City Region.

We have worked hard to reduce existing data gaps through awareness raising campaigns, short information videos, news items, screen savers and included in 'ExecView' which is the Chief Executive's weekly email. We also targeted managers directly whose team members had data gaps to encourage completion. This improved the data return by a further 4%.

What we have achieved

We have undertaken a range of equality and related programmes and events throughout the year and into 2018/19.

Highlights include:

- **International Women's Day (IWD)** – held in March 2018, 42 employees attended this inaugural event.
- **Women into Leadership (WIL)** - following IWD an email distribution list was set up- to date there are 114 employees now on the mailing list.
- **Lunch and Learn** – these sessions are held as part of WIL and are very well attended.
- **Pink Bucket campaign / donating Bras (internal campaign)** – launched as part of IWD in March 2018 all sanitary wear / hygiene products were donated to Women's Refuge and Wirral Foodbank. Unite also donated money to both charities. 10 large bags of bras have been collected and donated to breast cancer research to date. Further donations of sanitary wear and hygiene products have also been donated to Tomorrow's Women.
- **Mental Health awareness week** – held during May we ran a week long campaign with a different focus each day.
- **Workplace Wellbeing breakfast and mental health quiz** – held during mental health awareness week over 30 staff attended a wellbeing breakfast event and took part in a mental health quiz.
- **Men's Health awareness week** – held during June we ran a week long campaign with different topics each day. Wednesday was highlighted as Men's mental health and we hosted State of Mind Sport (SOMS) for a thought provoking and personal presentation. Around 70 members of staff attended this.
- **Launch of Working Carers Policy** – staff helped shape this policy back in February 2018 when a call for help was put out on the intranet. An initial focus group was held with the Policy formally launching in June 2018.
- **Establishment of a Working Carers staff network group** – inaugural meeting was held In July 2018 with further meetings set for September and November. These will be facilitated by HR initially with the group becoming self-sufficient from spring 2019.
- **Show Racism the Red and Red Card Day** – Our HR Team led and organised a mini walking football tournament for staff on 9 October at the Oval. Unite and Unison sponsored the tournament financially in partnership with the Council.

Around 120 staff took part in the tournament with many more supporting their teams on the day. On Red Card day itself, staff were encouraged to wear something red in support of the campaign and donate to the charity. All participants were invited to receive their certificates by the Mayor.

- **Menopause in the Workplace guidance and establishment of a staff network group for Menopause in the Workplace** – launched on World Menopause Day (18th October). Dr Jane Wilkinson hosted 2 events (one for staff and one for managers) Over 200 members of staff attended in total.

These events have continued to promote and raise the profile of equality and diversity issues within the workforce.

What we intend to do in 2018/19

There are a range of events planned for 2018/19 including:

- **Pink boxes campaign** (external) – following support by Council in relation to period poverty, HR have facilitated the location of 15 boxes in various council building for members of the public to donate sanitary products to.
- **Working Carers 'passport' scheme** – launched on Carers Rights Day on 30 November the passport scheme enables staff and managers to document workplace arrangements and help staff balance their caring responsibilities with their work.
- **Carer Awareness training** sessions for managers
- **International Women's Day** March 2019

Workforce Profile

Reduction of numbers April 2014 – March 2017

As at 1 April 2018, 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 3,335. 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 2015/16	FY 2016/17	FY2017/18
Headcount	Headcount	Headcount	
Total	3,626	3,525	3,335

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

	Headcount change FY 2015/16 – FY 2017/18	
Headcount	No.	%
Total	-291	-8.0%

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.
- Whilst the number of leavers in the table above shows that 190 employees have left the organisation during 2017/18, a total of 238 employees have actually left. The headcount for 2017/18 includes new starters as well as leavers.

Mitigation

The numbers of leavers for financial year 2017/18 was largely due to the implementation of a number of major projects which led to a total of around 258 employees being transferred from the Council to deliver services in alternative delivery models. These include:

- Adult Social Care transfer to NHS integration leading to 208 staff being transferred (37 men and 171 women).
- Business support project led to 7 employees transferred to the Wirral Chamber of Commerce.

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 2015/16	Headcount FY 2016/17	Headcount FY 2017/18	% of Workforce FY 2017/18	Change FY 2015/16 2017/18	Change FY 2015/16 2017/18
Business Services	382	368	350	10.5%	-32	-8%
Children's Services	618	592	622	18.7%	4	1%
Corporate Resources and Reform	230	231	250	7.5%	20	9%
Delivery Services	1,924	1,851	1,656	49.7%	-268	-14%
Health and Care	47	48	50	1.5%	3	6%
Strategy and Partnerships	425	435	407	12.2%	-18	-4%
Total	3,626	3,525	3,335	100.0%	291	-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.
- 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 2017/18. This includes 158 employees that transferred to the NHS.

Sex	FY 2017/18	
	No.	%
Female	136	56%
Male	107	44%
Total	243	

The table below highlights the numbers of staff that have started and by gender during 2017/18.

Sex	FY 2017/18	
	No.	%
Female	153	63%
Male	77	32%
Total	230	

Below is a table that highlights the numbers of staff who have left and the reasons for leaving the organisation during 2017/18.

Reason for leaving	No.	%
Career Break	1	0.4%
Contract Outsourced	7	2.9%
Death In Service	2	0.8%
Dismissal	13	5.3%
Early Voluntary Retirement	5	2.1%
Employment with other Authority	13	5.3%
End Of Contract	15	6.2%
Ill Health Retirement	10	4.1%
Normal Retirement Age	19	7.8%
Redundancy	2	0.8%
Resigned	124	51.0%
Total	243	

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 men leaving on average (43%) than women.
- Whilst the actual number of leavers by headcount is 190, this also includes 158 that were transferred to the NHS. The difference in numbers of starters and leavers can also be explained by seasonal workers and short term contracts.

Mitigation

There is no evidence to suggest any concerns or that this is a specific gender related issue primarily due to the numbers leaving the council as part of NHS integrated project. Over 4 times as many women (171) than men (37) were transferred.

What do we need to do?

- Employees have the option to complete an online exit survey. The findings of any surveys 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.

	FY 2015/16		FY 2016/17		FY 2017/18		% Change 2015/16 and 2017/18	*Wirral Estimates	
Age bands	No.	%	No.	%	No	%	%	No.	%
16 - 20	14	0.4%	16	0.5%	27	1%	92.9%	18,081	8.9%
21 - 25	76	2.1%	69	2.0%	77	2%	1.3%	17,896	8.8%
26 - 30	230	6.3%	221	6.3%	195	6%	-15.2%	18,437	9.1%
31 - 35	289	8.0%	279	8.0%	278	8%	-3.8%	17,946	8.9%
36 - 40	358	9.9%	346	9.9%	314	9%	-12.3%	17,438	8.6%
41 - 45	412	11.4%	374	10.7%	320	10%	-22.3%	21,839	10.8%
46 - 50	696	19.2%	623	17.8%	562	17%	-19.3%	23,720	11.7%
51 - 55	743	20.5%	728	20.8%	699	21%	-5.9%	23,411	11.6%
56 - 60	484	13.3%	521	14.9%	524	16%	8.3%	20,521	10.1%
61 - 65	213	5.9%	219	6.3%	228	7%	7.0%	20,155	9.9%
66 +	111	3.1%	104	3.0%	111	3%	0.0%	61,833	30.5%
Total	3,626		3,500		3,335			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 45 – 55 age category for 2017/18.

Total female staff	Aged 46 - 55	% aged 46 - 55
2,142	1,261	59%

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	367	17.9%
51 - 55	434	21.2%
56 - 60	326	15.9%
61 - 65	153	7.5%
66 +	69	3.4%
Total	1,349	63.0%

What does this tell us?

- Whilst the overall picture broadly remains the same, our younger employee figures are relatively low with less than 4% of our workforce is within the age band 16 – 25 (despite the increases in the 16 - 20 age category)
- Aged over 46 accounts for around 64% of the overall workforce. This could lead to significant skills and knowledge gaps within roles critical for the future
- Around 59% of our female workforce are aged 45 – 55, this group of employees are most likely to be experiencing peri-menopause / menopause.
- Around 63% 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

There are limited recruitment opportunities to address any areas of under-representation.

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 has improved our younger workforce profile. This is a government set target placed on all public sector organisations such as Local Authorities and the NHS.

Peri-menopause / Menopause guidance for all employees will be produced and launched in October 2018 to tie in with World Menopause Day. This will include a separate training session for managers.

With limited recruitment opportunities within the Council due to financial constraints, we are a predominantly older workforce, which will mean succession planning will be required for future proofing the organisation.

The relaunch of the refreshed Graduate and Apprenticeship Schemes will attract 16 – 25 year olds to join the Council. Effective management of the schemes will enable the organisation to retain talent, inspire innovation and facilitate effective succession planning.

The Graduate and Apprenticeship Schemes support Wirral Council's 20/20 vision pledges of providing a greater range of Job opportunities for Wirral residents, young people and vulnerable young people; reaching their full potential.

What do we need to do?

- For Wirral, in terms of the Apprenticeships, based on a target of 2.3% of total workforce of 3,335, 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 has relaunched it's Graduate Programme to support local graduates into employment and expects to have a cohort of 7 for 2018/19. From the 2016 cohort, 2 graduates went on to gain permanent employment in 2017/18.
- A cohort of 14 apprentices will be placed throughout the Council for 2018/19 with a further 8 positions planned for 2019/20 (however it is likely that this number will increase for next year's cohort).
- Supported Internships are aimed at 14-19 year old people with a learning disability / mental health condition. The cohort number is 28 for the borough with 2 internships being placed within the Council for 2018/19. A new cohort is anticipated in January 2019. Where appropriate, some of these could lead to an apprenticeship programme.

Workforce Profile

Ethnicity profile

Data

The tables below show the breakdown of headcount by ethnicity.

Ethnicity	FY 2015/16		FY 2016/17		FY 2017/18		Change	
	No.	%	No.	%	No	%	No.	%
BME	84	2.3%	82	2.3%	78	2%	6	-7%
Prefer not to say	401	13.3%	378	10.8%	356	11%	45	-11%
White	3,141	86.6%	3,037	86.8%	2,886	87%	255	-8%
Total	3,626		3,500		3,335			

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

Ethnicity	FY 2015/16		FY 2016/17		FY 2017/18		Change	*Wirral Population estimates	
	No.	%	No.	%	No	%	%	No.	%
Asian or Asian British: Bangladeshi	10	0.3%	10	0.29%	11	0.3%	10%	851	0.27%
Asian or Asian British: Chinese	8	0.2%	10	0.29%	12	0.36%	50%	1,653	0.52%
Asian or Asian British: Indian	6	0.2%	5	0.14%	4	0.12%	-33%	1,344	0.42%
Asian or Asian British: Pakistani	0	0.0%	0	0.0%	0	0%	0%	226	0.07%
Asian or Asian British: Other Asian	6	0.2%	7	0.20%	6	0.18%	0%	1,042	0.33%
Black or Black British: African	10	0.3%	9	0.26%	8	0.24%	-20%	389	0.12%
Black or Black British: Black Caribbean	3	0.1%	4	0.11%	3	0.09%	0%	189	0.06%
Black or Black British: Other Black	2	0.1%	1	0.03%	1	0.03%	-50%	117	0.04%
Mixed White and Asian	6	0.2%	9	0.26%	6	0.18%	0%	949	0.30%
Mixed White	12	0.3%	8	0.23%	6	0.18%	-50%	558	0.17%

	FY 2015/16		FY 2016/17		FY 2017/18		Change	*Wirral Population estimates	
Ethnicity	No.	%	No.	%	No	%	%	No.	%
and Black African									
Mixed White and Black Caribbean	7	0.2%	7	0.20%	6	0.18%	-14%	964	0.30%
Mixed: Other Mixed	7	0.2%	7	0.20%	7	0.21%	0%	815	0.25%
Arab	0	0	0	0	1	0.03%	-		
Other Ethnic Group	6	0.2%	5	0.14%	4	0.12%	-33%	530	0.17%
White: British	2,970	81.7%	2,942	84.06%	2,782	83.42%	-6%	303,682	94.7%
White: Other White	77	2.1%	76	2.17%	87	2.61%	13%	3,730	1.17%
White: Irish	23	0.6%	19	0.54%	17	0.51%	-26%	2,667	0.83%
White: Gypsy, Romany or Irish Traveller	0	0.0%	0	0.00%	0	0%	0%	77	0.02%
Prefer not to say	482	13.3%	378	10.80%	356	10.67%	-26%	n/a	n/a
Total	3,635		3,500			3,335		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	1,794	54%
Other	78	2%
Not Declared	1,463	44%
Total	3,335	100%

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

Nationality	No.	%
UK	2,932	88%
Other	37	1%
Not Declared	366	11%
Total	3,335	100

What does this tell us?

- The vast majority of the workforce is from a white ethnic background and a further 2% 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 5.3% against workforce figures of 2.3%. White background for Wirral population estimates is 94.7% compared with workforce figures of 86.8%
- Around 11% of employees preferred not to, or did not disclose their ethnicity which is a slight decrease from the previous year, however, the actual number of employees has decreased in this category which is positive.

Mitigation

We are pleased to have maintained a percentage of employees from a BME background, whilst 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 also include Nationality / 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

Sex profile

Data

The table below shows the gender split of the workforce.

	FY 2015/16		FY 2016/17		FY 2017/18		*Wirral Population estimates	
Sex	No.	%	No.	%	No.	%	No.	%
Female	2,347	64.6%	2,247	64.2%	2,142	64%	100,267	51.3%
Male	1,288	35.4%	1,253	35.8%	1,193	36%	95,012	48.7%
Total	3,635		3,500		3,335		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.

	FY 2017/18		
Sex	No.	% of cohort	% of workforce by gender
Female	1,026	83%	31%
Male	217	17%	7%
Total	1,243		37.3%

The table below shows the total number of women and those in the 45 – 55 age category for 2017/18.

Total female staff	Aged 46 - 55	% aged 46 - 55
2,142	1,261	59%

In addition, 91 members of staff or 3% of the workforce indicated that they have caring responsibilities. This is highlighted by gender in the table below.

	FY 2017/18	
Sex	No.	%
Female	71	78%
Male	20	22%
Total	91	3%

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 1,243 or 37.03% compared to 2,092 or 62.7% employees who work full time.
- Of this, a total of 1,026 or 47% 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.
- Around 59% of our female workforce are aged 46 – 55, this group of employees are most likely to be experiencing peri-menopause / menopause.
- 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. This age category is also most likely to have additional caring responsibilities.
- Around 3% of staff (91 employees) indicated that they have caring responsibilities (prior to staff confidence campaigns). The majority of Carers are women at 78%

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.

Peri-menopause / Menopause guidance for all employees will be produced and launched tie in with World Menopause Day in October 18.

A Working Carers Policy was launched in June 2018 and a staff network group has been established with its first meeting held in July 2018.

Whilst overall more women than men have left the organisation, this has not had a negative impact on the overall composition of the workforce.

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.
- Include as part of any future staff confidence campaigns.

Workforce Profile

Disability profile

Data

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

	FY 2015/16		FY 2016/17		FY 2017/18	
	No.	%	No.	%	No	%
Unknown	801	22.0%	632	18.0%	591	17.7%
No	2,662	73.2%	2,674	76.4%	2,553	76.6%
Yes	172	4.7%	194	5.5%	191	5.7%
Total	3,635		3,500		3,335	

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 April 2018, 191 employees, or 5.7% 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 93. However, requests for reasonable adjustments at present is not reliable as we are dependent on counting from submissions.
- The borough of Wirral's Disability Employment gap stands at 25.7% (nationally 32%).
- Deployment of specialist software such as TextHelp, Dragon and Freemind is provided to 105 of our employees (some employees may require more than one type of software).

Mitigation

We are a Disability Confident Employer 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 'unknown' responses.

We are pleased to have increased 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 are currently a Disability Confident employer and are working towards accreditation at Leader level.
- We will continue to 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').
- Create an e-form for reasonable and workplace adjustments with types of adjustments required to inform our reporting systems.

Workforce Profile

Sexual Orientation profile

Data

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

	FY 2015/16		FY 2016/17		FY 2017/18	
	No.	%	No.	%	No.	%
Unknown	1	0.02%	11	0.31%	29	0.87%
Asexual	1	0.02%	1	0.02%	1	0.03%
Bisexual	8	0.22%	6	0.17%	5	0.15%
Heterosexual	1,878	51.66%	2,085	59.57%	2,019	60.54%
Lesbian or Gay	38	1.05%	43	1.22%	40	1.20%
Prefer not to say	1,710	47.04%	1,354	38.68%	1,241	37.21%
Total	3,635		3,500		3,335	

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 however Public Health England's study, [Producing modelled estimates of the size of the lesbian, gay and bisexual \(LGB\) population of England](#) (2017) estimated that **2.5%** of England's population identifies as LGB or 'other'. Regionally, the highest prevalence was found in London, North West and North East regions with each having an overall LGB prevalence of 4.3%, 2.5% and 2.3% respectively. There are higher proportions in large city regions like Greater London (5.1%), Greater Manchester (3.6%) and Brighton and Hove (9.9%).
- Compared to the Public Health England's national study of 2.5%, our employee data falls below this at 1.4% (regionally estimated at 2.5%).

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.

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

Workforce Profile

Religion or Belief profile

Data

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

	FY 2015/16		FY 2016/17		FY 2017/18		*Wirral Population estimates	
	No.	%	No.	%	No.	%	No.	%
Unknown	1	0.03%	9	0.25%	28	0.84%	-	0%
Agnostic	54	1.49%	56	1.6%	56	1.68%	-	0%
Atheist	101	2.78%	107	3.05%	105	3.15%	-	0%
Buddhist	5	0.14%	5	0.14%	3	0.09%	905	0.2%
Christian (all denominations)	1,427	39.26%	1,528	43.65%	1,430	42.88%	225,147	70.4%
Hindu	3	0.08%	3	0.08%	3	0.09%	742	0.2%
Humanist	21	0.58%	19	0.54%	19	0.57%	-	0%
Jewish	2	0.06%	2	0.05%	2	0.06%	265	0.08%
Muslim	10	0.28%	8	0.22%	11	0.33%	1,809	0.56%
No Religion	358	9.85%	439	12.54%	459	13.76%	68,209	21.3%
Other Religion or Belief	12	0.33%	16	0.45%	17	0.51%	830	0.25%
Pagan	9	0.25%	10	0.28%	11	0.33%	-	0%
Sikh	1	0.02%	1	0.02%	0	0%	236	0.07%
Prefer not to say	1,631	44.87%	1,297	37.05%	1,191	35.71%	21,640	6.7%
Total	3,635		3,500		3,335		319,783	

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

What does this tell us?

- The data shows overall that Atheist, Buddhist and Christian are the 3 areas where there has been a slight decrease in percentages.
- Those with no religion have increased.
- We no longer have any employees with Sikh religion or belief.
- There has been an increase in employees with Muslim and Pagan religion or beliefs.
- We have employees with Pagan, Agnostic, Humanist and Atheist religion or beliefs whilst Wirral population estimates do not.
- There has been a large increase in the amount of 'unknown' whilst 'prefer not to say' has decreased.

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 amount of 'unknown' responses along with the staff confidence campaigns.

Workforce Profile

Gender reassignment profile

Data

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

	FY 2015/16		FY 2016/17		FY 2017/18	
	No.	%	No.	%	No.	%
Unknown	3,332	91.89%	3,209	91.69%	2,945	88.31%
No	272	7.50%	272	7.77%	370	11.09%
Prefer not to answer	16	0.44%	13	0.37%	13	0.39%
Yes	6	0.17%	6	0.17%	7	0.21%
Total	3,626		3,500		3,335	

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.

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 2015/16		FY 2016/17		FY 2017/18	
	No.	%	No.	%	No.	%
Unknown	2,856	78.57%	2,424	69.25%	2,162	64.83%
Civil Partnership	6	0.17%	10	0.28%	13	0.39%
Divorced	43	1.18%	64	1.82%	68	2.04%
Married	511	14.06%	733	20.94%	759	22.76%
Married (Same Gender)	2	0.06%	3	0.08%	4	0.12%
Prefer not to answer	18	0.50%	14	0.4%	12	0.36%
Single	196	5.39%	244	6.97%	300	9.00%
Widowed	3	0.08%	8	0.22%	17	0.51%
Total	3,635		3,500		3,335	

What does this tell us?

- Almost 65% of the data is not captured as 2,162 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.

Workforce Profile

Pregnancy and Maternity profile

Data

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

	FY 2015/16		FY 2016/17		FY 2017/18	
	No.	%	No.	%	No.	%
Number of females	2,342		2,247		2,142	
Unknown	2,037		1,946		1,909	
No	277		272		195	
Yes	28	1.20%	29	1.29%	31	1.45%

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

Return rate after Maternity Leave	
Total Females Returned 2017/18	
Returned	37
Left	0
Returned part time within 6 months	17
Returned with no change	20

What does this tell us?

- Whilst there has been a decrease of 200 female members of staff over the last three years, there has been a slight increase in the number of pregnancies.
- No employees decided not to return to work after their maternity leave.
- Almost half of staff reduced their working pattern within six months of returning.
- Further interrogation of data identified that two members of staff took paternity leave.
- During the course of 2017/18 there were 37 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 100% indicates we have good, flexible working policies that are fit for purpose. This is highlighted more by a further 45% employees returning to work part time within six months.

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

What do we need to do?

- This data is deemed to be limited in use as we cannot collect this information from men so targeted action is not necessary. In terms of known pregnancies and maternity / paternity leave, this is collected and can be evidenced.
- As part of the targeted approach to Managers, where employees in their team have data gaps with the completion rate percentage and names of employees with missing information – we have asked male colleague to default this category to no.

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 2017/18 by gender, ethnicity, age and disability.

Sex	FY 2017/18		
	Attended delivered training	Headcount	%
Female	1,452	2,142	44%
Male	830	1,193	25%
Total	2,281	3,335	

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

Ethnicity	FY 2017/18		
	No.	Headcount	% by cohort
Asian or Asian British: Other Asian	5	6	83%
Asian or Asian British: Bangladeshi	9	11	82%
Asian or Asian British : Chinese	12	12	100%
Asian or Asian British: Indian	4	4	100%
Black or Black British: African	6	8	66%
Black or Black British: Caribbean	2	3	66%
Black or Black British: Other	0	0	0.00%
Mixed: White and Asian	9	9	100%
Mixed: White and Black African	4	6	66%
Mixed: White and Black Caribbean	5	6	83%
Mixed: Other	7	7	100%
Arab	1	1	100%
Other Ethnic Group	2	4	50%
White: British	1,960	2,782	70%
White – other White	63	87	72%
White: Irish	13	17	76%
Unknown	8	15	53%
Prefer not to answer	171	356	48%
Total	2,281	3,335	68.4%

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

FY 2017/18			
Age bands	No.	Headcount	%
< 20	12	27	44%
21 - 25	58	77	75%
26 - 30	139	195	71%
31 - 35	198	278	71%
36 - 40	233	314	74%
41 - 45	256	320	80%
46 - 50	412	562	73%
51 - 55	511	699	73%
56 - 60	327	524	62%
61 - 65	108	228	47%
66 +	27	111	24%
Total	2,281	3,335	68.4%

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

FY 2017/18			
Disability	No.	Headcount	%
Unknown	330	591	55%
Yes	143	191	74%
No	1,808	2,553	70%
Total	2,281	3,335	68.4%

What does this tell us?

- More women accessed delivered training than men, when compared to the workforce gender split. This trend has reversed from last year whereby more men accessed training than women.
- All employees from a Chinese, Indian, White and Asian and Mixed background accessed delivered training. Those from a Bangladeshi, Other Asian, White and Black Caribbean and White Irish were the next highest cohort.
- Employees from a White British background were less likely to attend delivered training when compared to the majority of all ethnicities.
- Employees aged under 20 and over 61 are less likely to access delivered training when compared to other age categories.

- Employees in the age bracket 41 – 45 were the highest at 80% to access delivered training.
- 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.

We are in the process of transitioning onto a new electronic recording and reporting system for training as a result the data may not be 100% accurate. However the figures above do provide a fair representation of those who have attended face to face training sessions.

Workforce Profile

Recruitment

We advertise job vacancies externally and those 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 limited recruitment opportunities.

Workforce Profile

Job Application success rates

Data

The table below show the number of applicants, those shortlisted and appointed by gender for 2017/18

Sex	No. of applicants	No. shortlisted	% Success	No. appointed	% Success
Men	1,436	347	168	24%	48%
Women	964	193	100	20%	52%
Total	2,400	540	23%	264	%

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	16	4	25%	2	50%
Asian or Asian British: Chinese	16	3	19%	1	33%
Asian or Asian British: Indian	18	3	17%	2	67%
Asian or Asian British: Pakistani	8	0	0%	0	0%
Asian or Asian British: Other Asian	5	1	20%	0	0%
Black or Black British: African	29	3	10%	3	100%
Black or Black British: Black Caribbean	4	1	25%	1	100%
Black or Black British: Other Black	4	0	0%	0	0%
Mixed White and Asian	14	1	7%	1	100%
Mixed White and Black African	5	4	80%	0	0%
Mixed White and Black Caribbean	8	1	13%	0	0%
Mixed: Other Mixed	13	1	8%	0	0%
Not Declared	89	11	12%	6	55%
Other Ethnic Group	1	0	0%	0	0%
White: British	1,995	461	23%	230	50%
White: Other White	72	11	15%	5	45%
White: Irish	24	7	29%	2	29%
White: Gypsy, Romany or Irish Traveller	0	0	0%	0	0%
Prefer not to say	79	28	35%	14	50%
Total	2,400	540	23%	264	49%

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	212	68	32%	31	15%
Yes	111	19	17%	4	21%
No	2,077	453	22%	229	51%
Total	2,400	540	23%	264	49%

Age range	No. of applicants	No. shortlisted	% Success	No. appointed	% Success
16-25	495	104	21%	43	41%
26-35	659	156	24%	78	50%
36-45	467	111	24%	53	48%
46-55	536	111	21%	54	49%
56-65	184	47	26%	30	64%
66+	12	5	42%	5	100%
Unknown	47	6	13%	1	17%
Total	2,400	540	23%	264	49%

What does this tell us?

- Whilst more women than men applied for jobs, the success rates of appointed candidates are fairly evenly split.
- Women were around 4% more successful than men to be appointed.
- The numbers of applicants from a number of groups were low numbers therefore it is difficult to draw any conclusions from the data.
- The top 3 ethnicities appointed were African, Black Caribbean and Mixed White where all shortlisted candidates were appointed. Followed by Indian, Bangladeshi and White British respectively.
- The profile of employees with a disability has increased slightly from 5.5% to 5.7% from the previous year; this is not reflected in the number of disabled people appointed when compared to non-disabled people.
- All age groups under 65 are fairly evenly split in the shortlisting category.
- When we look at successful appointments, age groups 26 – 55 are fairly evenly split.
- All of the shortlisted candidates aged 66+ were appointed. The next highest age group is aged 56 – 65.
- Half of the shortlisted candidates aged 26-35 were appointed.
- Age group 16 – 25 is the lowest success rate of appointment at 41%.

Mitigation

This information demonstrates we have an excellent recruitment and selection process that is free from bias. This has a positive impact particularly for 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 5.5% to 5.7% of disabled employees across the workforce, demonstrates our commitment in difficult financial circumstances with limited recruitment opportunities.

We became a Disability Confident employer during 2017/18 which reinforces our commitment to attract and retain disabled employees.

The data evidences that our highest appointed rates are aged 56 – 65 at 64% with 100% success rate at aged 66+. This clearly demonstrates that our policies and processes are free from age bias.

What do we need to do?

- Analyse if new apprenticeship and graduate programme improves our aged under 25 profiles.

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	10	7	27	116	54	130	6				350
Childrens' Services	95	42	73	147	109	137	19				622
Corporate Resources and Reform	16	14	80	55	37	45	3				250
Delivery Services	42	76	135	470	238	645	40	6	3	1	1,656
Health and Care	7	3	9	10	17	4					50
Strategic Hub	12	9	11	105	86	179	4	1			407
Total	182	151	335	903	541	1,140	72	7	3	1	3,335

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 +	Total
< 20 Yrs	1	8	7	11							27
21-25 Yrs	12	11	30	21	2	1					77
26-30 Yrs	22	19	46	66	24	18					195
31-35 Yrs	34	22	38	84	39	60	1				278
36-40 Yrs	25	16	39	102	53	76	3				314
41-45 Yrs	22	11	29	90	51	111	6				320
46-50 Yrs	23	28	44	163	110	186	7		1		562
51-55 Yrs	19	21	53	177	129	268	30	2			699
56-60 Yrs	17	7	34	126	81	240	12	5	2		524
61-65 Yrs	5	6	12	46	36	115	7			1	228
66 Yrs +	2	2	3	17	16	65	6				111
Total	182	151	335	903	541	1,140	72	7	3	1	3,335

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										
No	152	134	263	710	410	835	42	4	3	
Yes	3	2	20	65	39	58	4	1		
Total	182	151	335	903	541	1,140	72	7	3	1

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	3	1		6					11
Asian or Asian British: Chinese	2	2	1	2	1	3	1				12
Asian or Asian British: Indian		1		1	1		1				4
Asian or Asian British: Pakistani											0
Asian or Asian British: Other Asian				1	2	3					6
Black or Black British: African		2	1	3	2						8
Black or Black British: Black Caribbean	1			2							3
Black or Black British: Other Black				1							1
Mixed White and Asian			1	6	1	1					9
Mixed White and Black African		1	1	1	2	1					6
Mixed White and Black Caribbean		1		2	2	1					6
Arab		1									1
Mixed: Other Mixed				3		4					7
Other Ethnic Group				3		1					4
White: British	152	130	273	758	452	949	58	7	3		2,782
White: Other White	6	1	20	34	10	16					87
White: Irish	1		3	5	3	5					17
White: Gypsy, Romany or Irish Traveller											0
Prefer not to say	12	9	29	78	65	150	12			1	356
Unknown	8	2	3	2							15
Total	182	151	335	903	541	1,140	72	7	3	1	3,335

What does this tell us?

- Whilst we do not have any employees from a Pakistani or Gypsy, Romany or Irish Traveller background, 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 1-2 years and 3-5 years respectively.
- The lowest length of service category is 25+ years, 21-25 years, followed by 16-20 years 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, any potential adverse impact are unintentional.

Workforce Profile

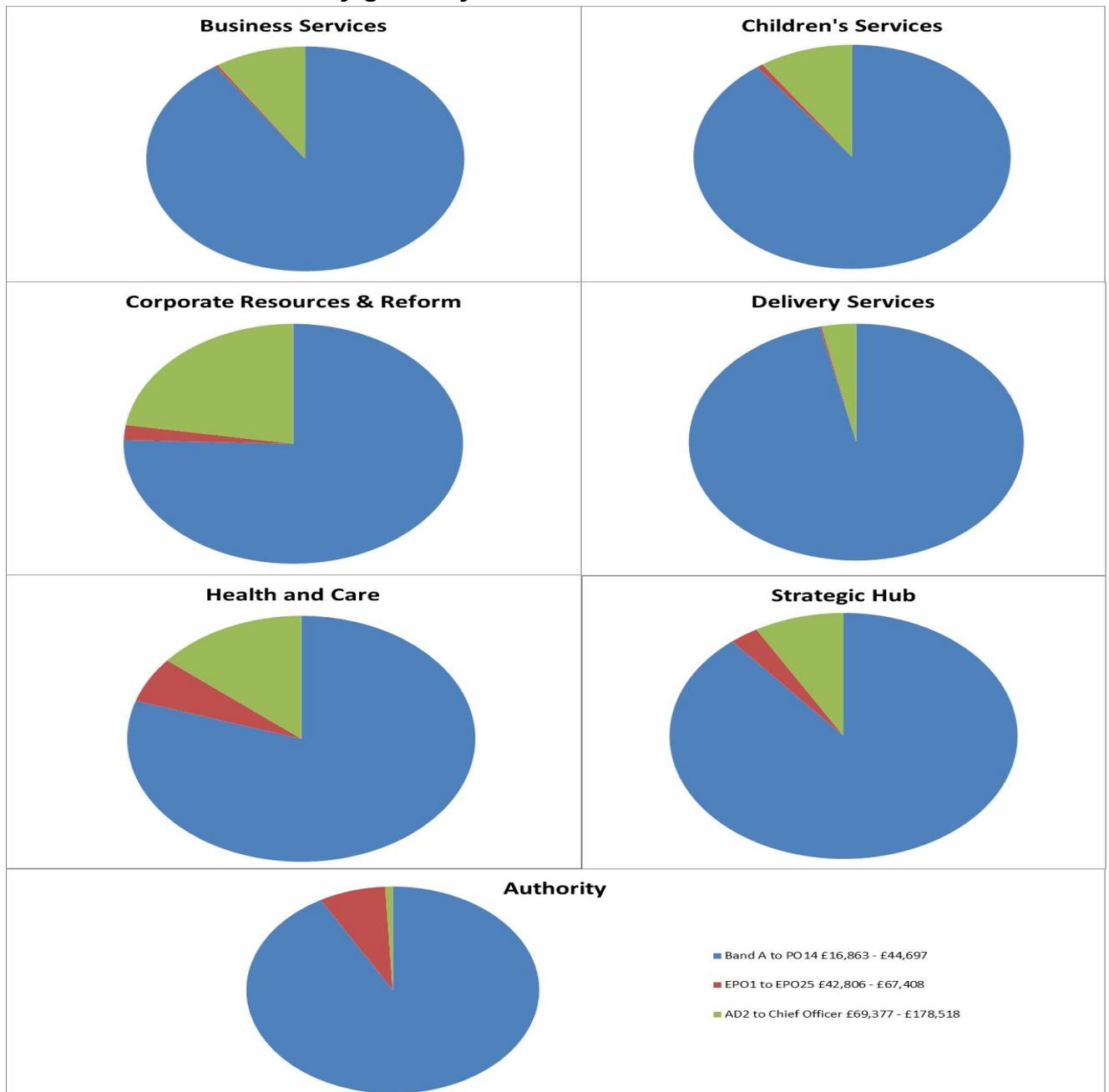
Pay grades

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).

Pay grade by Business function



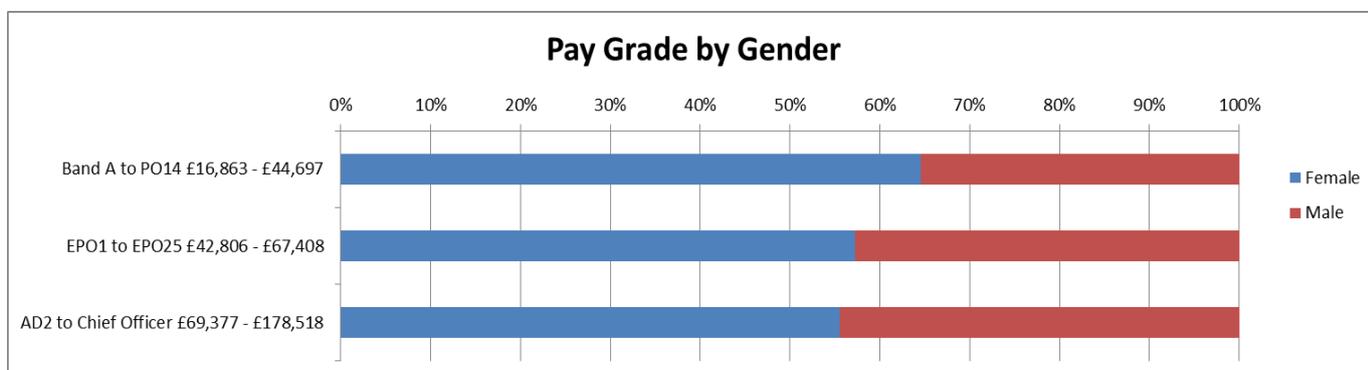
Data

The graph below shows pay by sex and categories of workforce, managers/senior managers and at Chief Officer group level.

Workforce Band A up to PO14 (£16,863 to £44,697), managers/senior managers at EPO1 to EPO25 (£42,806 - £67,408) and Chief Officers at AD2 – CE (£69,337 to £178,518).

The totals in this section differ from staff numbers of 3,335 due to the number on the grade charts accounts for employees with more than one job.

3,335 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 45% male and 55% female. This is an improvement of 7% for women with a decrease of 7% in men from last year's figures. This is in keeping when compared to gender split of leavers profile (57% female and 43% male)
- 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.
- Women are slightly over represented across all pay grades when compared to the local population profile.

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).

Data

The table below shows pay by age range and categories of workforce, managers/senior managers and at Chief Officer group level.

Workforce Band A up to PO14 (£16,863 to £44,697), managers/senior managers at EPO1 to EPO25 (£42,806 - £67,408) and Chief Officers at AD2 – CE (£69,337 to £178,518).

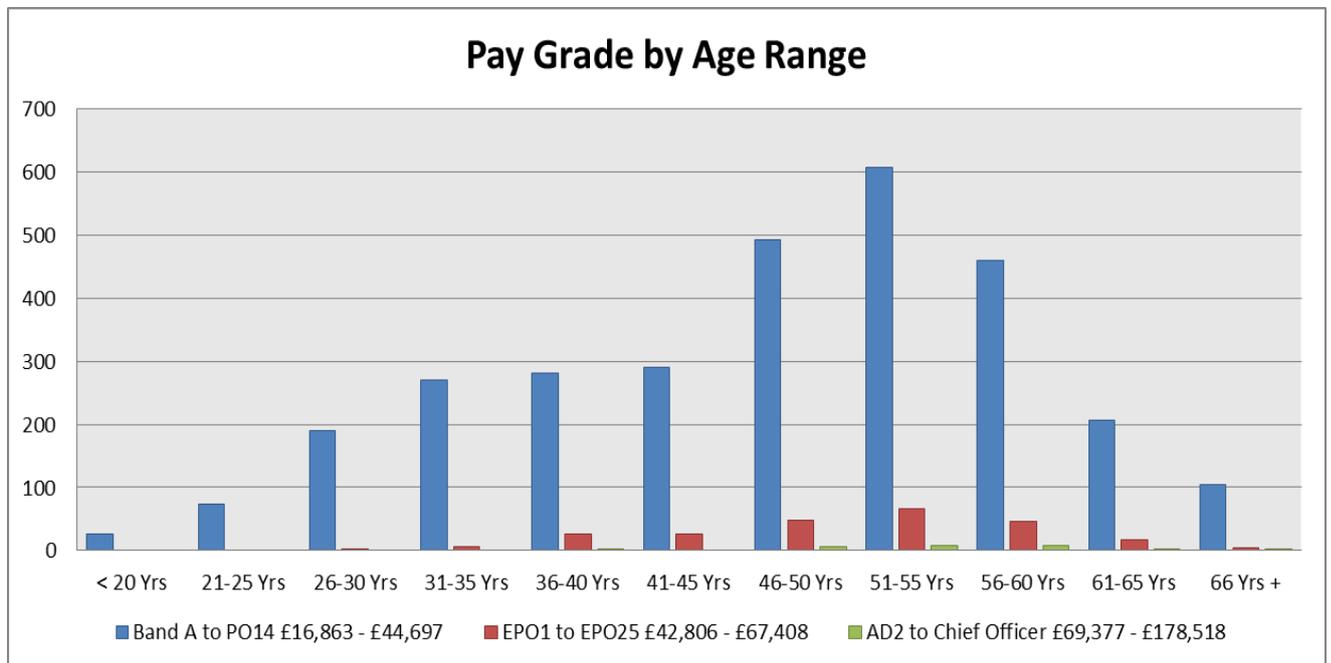
Age Range	Band A to PO14 £16,863 - £44,697	%	EPO1 to EPO25 £42,806 - £67,408	%	AD2 to Chief Officer £69,377 - £178,518	%
< 20 Yrs	27	0.9%		0.0%		0.0%
21-25 Yrs	77	2.5%		0.0%		0.0%
26-30 Yrs	194	6.3%	1	0.4%		0.0%
31-35 Yrs	272	8.9%	6	2.5%		0.0%
36-40 Yrs	285	9.3%	26	10.7%	3	11.1%
41-45 Yrs	293	9.6%	27	11.1%		0.0%
46-50 Yrs	508	16.6%	48	19.8%	6	22.2%
51-55 Yrs	624	20.4%	67	27.6%	8	29.6%
56-60 Yrs	469	15.3%	47	19.3%	8	29.6%
61-65 Yrs	210	6.9%	17	7.0%	1	3.7%
66 Yrs +	106	3.5%	4	1.6%	1	3.7%
	3065		243		27	

What does this tell us?

- In relation to pay grades, the highest number of employees fall into the 46 – 60 age bands with 1,595 (37%) in workforce group, 162 (67%) in Manager/Senior Managers group and 22 (81%) in Chief Officer Group.

Data

The graph shows pay grade by age range and categories of workforce, managers/senior managers and at Chief Officer group level.



What does this tell us?

- The highest number of employees fall into the 46 – 60 age bands with 1,601 (52% of cohort) in workforce group, 142 (66% 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?

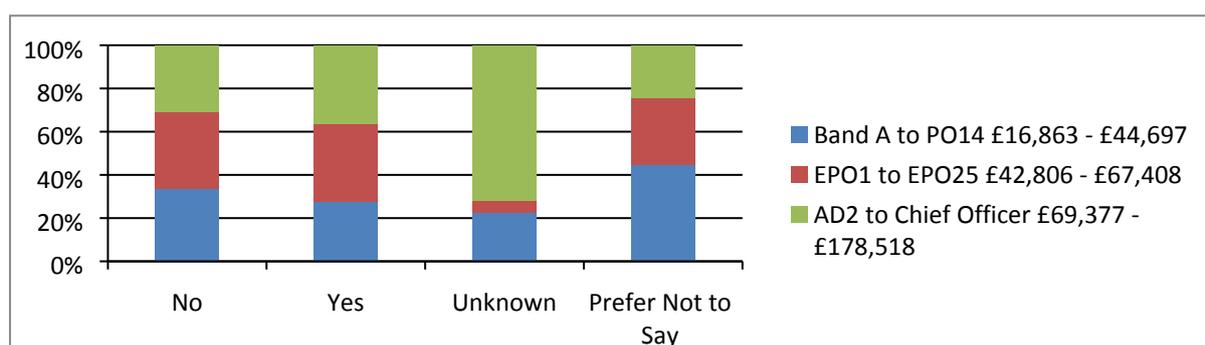
- Some service areas may need to consider planning for an ageing workforce and the implications this may have for future service delivery.

Data

The table below and graph shows pay by disability and categories of workforce, managers/senior managers and at Chief Officer group level.

Workforce Band A up to PO14 (£16,863 to £44,697), managers/senior managers at EPO1 to EPO25 (£42,806 - £67,408) and Chief Officers at AD2 – CE (£69,337 to £178,518).

Disabled	Band A to PO14 £16,863 - £44,697	%	EPO1 to EPO25 £42,806 - £67,408	%	AD2 to Chief Officer £69,377 - £178,518	%
No	2335	76%	199	82%	19	70%
Yes	171	6%	18	7%	2	7%
Unknown	141	5%	3	1%	4	15%
Prefer Not to Say	418	14%	23	9%	2	7%
Total	3065		243		27	



What does this tell us?

- Disabled employees are over represented across the entire workforce.
- There are high levels (15%) of unknown data in the Chief Officer group.
- The % of disabled employees has increased over the three year period from 4.7% to 5.7%.

Mitigation

The high levels of unknown (19%) in Chief Officer group may impact on this dataset 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.

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 (£16,863 to £44,697), managers/senior managers at EPO1 to EPO25 (£42,806 - £67,408) and Chief Officers at AD2 – CE (£69,337 to £178,518).

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	5	0.2%	1	0.4%	0	0%
Asian or Asian British: Bangladeshi	11	0.4%	0	0%	0	0%
Black or Black British: African	7	0.2%	1	0.4%	0	0%
Black or Black British: Black Caribbean	2	0.1%	1	0.4%	0	0%
Black or Black British: Other	1	0%	0	0%	0	0%
Asian or Asian British: Chinese	11	0.4%	1	0.4%	0	0%
Asian or Asian British: Indian	3	0.1%	1	0.4%	0	0%
White: Irish	12	0.4%	5	2.1%	0	0%
Mixed: Other Mixed	6	0.2%	1	0.4%	0	0%
Mixed White and Asian	8	0.3%	1	0.4%	0	0%
Mixed White and Black African	5	0.2%	1	0.4%	0	0%
Mixed White and Black Caribbean	5	0.2%	1	0.4%	0	0%
Not declared	15	0.5%	0	0%	0	0%
Other Ethnic Group	4	0.1%	0	0%	0	0%
Prefer not to say	345	11.3%	8	3.3%	3	11.1%
White: British	2,550	83.2%	208	85.6%	24	88.9%
White: Other	74	2.4%	13	0%	0	0%
Total	3,065		243		27	

What does this tell us?

- The overall make-up of the workforce is predominately from a White British background at 87%, when compared to the local population at 94.7%.
- The Chief Officer Group does not have any representation from BME background.
- The Manager / senior manager level is over represented at 5.7% when compared to overall workforce of 2% and of the local population (4%).
- The workforce group is over representative at 3.3% when compared to overall workforce of 2% and under -representative of the local population.
- When compared with the local population estimates in relation to ethnicity, we are under-represented in white ethnic background and BME backgrounds overall.

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, 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 2017/18 there were 101 employee relation cases relating to Performance Management, Discipline and Grievance. This accounts for approximately 3% of the workforce.

Data

The below table show the Performance Management, Discipline and Grievance cases within the organisation broken down by ethnicity for 2017/ 2018

Ethnicity	Performance Management	%	Discipline	%	Grievance	%	Total	%
Any Other Asian Background	0		0		0		0	0%
Any Other Ethnic Background	1	25%	0		0		1	25%
Bangladeshi	0		0		0		0	0%
Black African	0		1	12%	0		1	12%
Black Caribbean	0		0		0		0	0%
Chinese	0		0		1	8%	1	8%
Indian	0		0		1	25%	1	25%
Mixed White and Asian	0		0		0		0	0%
Mixed White and Black African	0		0		0		0	0%
Prefer not to say	2	<1%	6	<1%	5	<1%	13	1%
White - Any other	0		3	3%	0		3	3%
White British	4	<1%	35	1%	39	1%	79	2%
Total	7		45		46		99	

There are 3 collective grievances where this data is not shared.

The below table show the Performance Management, Discipline and Grievance cases within the organisation broken down by age for 2017/18.

Age range	Performance Management	%	Discipline	%	Grievance	%	Total	%
< 20 Yrs.	0		0		0		0	
21-25 Yrs.	0		0		0		0	
26-30 Yrs.	0		6	3%	2	1%	8	4%
31-35 Yrs.	0		1	<1%	2	<1%	3	1%
36-40 Yrs.	0		8	2%	9	2%	17	5%
41-45 Yrs.	1	<1%	4	1%	7	2%	13	4%
46-50 Yrs.	2	<1%	7	1%	7	1%	16	2%
51-55 Yrs.	1	<1%	8	1%	10	1%	19	2%
56-60 Yrs.	2	<1%	5	<1%	4	<1%	11	2%
61-65 Yrs.	0		5	2%	5	2%	10	4%
66+	1	<1%	1	<1%	0		2	1%
Total	7		45		46		99	

The below table show the Performance Management, Capability, Discipline and Grievance cases within the organisation broken down by sex for 2017/18.

Sex	Performance Management	%	Discipline	%	Grievance	%	Total	%
Female	3	<1%	17	<1%	38	1%	58	2%
Male	4	<1%	28	2%	8	<1%	41	3%
Total	7		45		46		99	

There are three collective grievances where this data isn't shared.

The table below shows the Performance Management, Discipline and Grievance cases within the organisation broken down by disability for 2017/18.

Disability	Performance Management	%	Discipline	%	Grievance	%	Total	%
Unknown	0		0		0		0	
No	6	<1%	43	1%	38	1%	88	3%
Yes	1	<1%	2	1%	8	4%	11	5%
Total	7		45		46		99	

There are three collective grievances where this data isn't shared.

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

Division	Type	Informal	Stage 1	Stage 2	Other	ET	Outcome
Children's Services	Bullying & Harassment	0	2	0	0	0	Stage 1- 2 partially upheld
	Discrimination	1	0	0	0	0	Informal- Not upheld
	Equality & Diversity	0	1	0	0	0	Stage 1 - Ongoing
	Organisational Change	1	1	0	0	0	Informal- not upheld stage 1 - resolved informal
	Other	1	0	0	0	0	Informal – no case to answer
	Terms & Conditions	2	8	0	0	0	Informal – 1 withdrawn, 1 upheld. Stage 1-1 withdrawn, 3 upheld, 1 partially upheld, 1 informal resolution. 2 outcomes not delivered yet
Total		5	12	0	0	0	17
Adult Social Care	Bullying & Harassment	0	1	0	0	0	Stage 1 – moved 1 to

							NHS before grievance dealt with
	Relationships At Work	3	5	0	0	0	Informal -2 informally resolved. 1 withdrawn. Stage 1 - 1 withdrawn, 2 partially upheld. 2 ongoing
	Terms & Conditions	3	3		0	0	Informal – 2 informally resolved. 1 not upheld. Stage 1 – 1 partially upheld, 1 withdrawn, 1 outcome not known.
Total		6	9	0	0	0	15
Delivery	Bullying and Harassment	4	2	0	0	0	Informal - 3 informal resolutions. 1 not upheld. Stage 1 – 1 not upheld. 1 employee resigned.
	Discrimination	0	1	0	0	0	Stage 1 - no case to answer
	Other	2	2	0	0	0	Informal -2 informal resolutions. Stage 1 – 1 left authority before resolved. 1 withdrew before heard at stage 1.
	Relationships at Work	0	1	0	0	0	Stage 1 - withdrawn

	Terms and Conditions	2	1	0	0	0	Informal – 1 resolved informally. 1 no case to answer. Stage 1 – ongoing
	Working Arrangements	0	1	0	0	0	Stage 1 – upheld
Total		8	8	0	0	0	16
Division	Type	Informal	Stage 1	Stage 2	Other	ET	Outcome
Strategic Hub	Bullying & Harassment (protected characteristics)	1	0	0	0	0	Informal - Not upheld
Total		1	0	0	0	0	1
Total for year		20	29	0	0	0	49

What does this tell us?

- Of the 46 grievances, one was submitted on perception the employee was being treated differently based on their protected characteristic.
- A further two grievances were submitted on the basis of discrimination.
- No employees under the age of 25 were involved in any performance management process, grievance or disciplinary action.
- The highest number of performance management, disciplinary and grievance cases are in the age group 51-55 closely followed by age group 36–40 and 46-50 respectively. However this is not disproportionate when compared to the overall workforce demographic as 38% of the workforce is within this age group.
- More men were in the disciplinary and performance management process than women, this is disproportionate when compared to the gender split of the workforce with men at 36%.
- Women were four times as likely to submit a grievance. This is slightly disproportionate to the gender split of the workforce at 64% female.
- Two grievances were based on discrimination (disability related and pregnancy/maternity related) both have been resolved and were not upheld.
- The age groups 51-55 and 36-40 account for around 41% of all grievances. The same age groups also account for over a third of disciplinary cases.

- Of the eight grievances raised by disabled staff, one related specifically as a result of their disability which was resolved informally. All others were resolved informally with one employee resigning.
- No employees cited reasonable adjustments as a reason for submitting a grievance.

Mitigation

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

We agreed a revised approach for reasonable adjustments which has helped to minimise the impact for length of time taken to implement reasonable adjustments. This is evidenced in the reverse trend from last year where 3 grievances were raised as a direct result of reasonable adjustments.

It is not uncommon for the age groups of 51-55 to be the most likely age range to have caring responsibilities and potential medical conditions and / or ill health.

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

No grievances were based on an employees' ethnicity.

Whilst at face value it appears a higher proportion of employees from Any Other Ethnic and Indian background are in performance management and grievance process, this accounts for a very small number of employees.

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	3,335	Wirral Council workforce is significantly under-represented in the age categories for young people (16-25) in comparison to the Wirral local population, with just over 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 pages 28 - 29	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 21 -24	See table on pages 21 - 24	As with the Wirral Population the Wirral workforce is predominately White British (87%), 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 0.7%. We record the category 'Arab' which is not a census recognised category.
Sex	Female 51.3% Male 48.7%	Female 64% Male 36%	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%.
Sexual Orientation	n/a	See table on pages 30 - 31	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 1.4% although there are high levels of prefer not to say responses.
Religion or Belief	See table on pages 32- 33	See table on pages 32 - 33	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 pages 34	There is no Wirral comparison data available for this characteristic. However, the fact that there is 88% 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 36 - 37	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 35	There is no Wirral wide data available for this characteristic. However, the fact that there is 65% 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

Achieved during this year 2017/18

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

Action	Activity	Timescale	Progress
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 2018	New People Strategy has equality embedded throughout.
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%. 	July 2018	Achieved – currently at 86%
	<ul style="list-style-type: none"> Further improve to 90% 	July 2019	
	<ul style="list-style-type: none"> Ensure effective collection of data at source i.e.: online application process, new starter process. 	From May 2017	Launch of recruitment module June 2017 has helped to address data gaps via online recruitment process.
	<ul style="list-style-type: none"> Undertake further targeted staff confidence campaign for employees to update their personal equality information on self-serve. 	October 2018	On target – direct approach to Managers with team members with missing data. Session with escorts to complete information.
	<ul style="list-style-type: none"> Staff that have reasonable / workplace adjustments are recorded against employee. 	October 2018	e-form currently under development and due to go live. Also includes workplace adjustments not related to disability (such as pregnancy and maternity

Action	Activity	Timescale	Progress
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 analysis, patterns and trends. • Establish robust mechanisms for monitoring equality and diversity data. 	<p>Ongoing</p> <p>Quarterly from Q1 April 2019</p> <p>Ongoing</p>	<p>/ menopause)</p> <p>Equality analysis and process for reporting / publishing currently under review.</p>
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 Managers Guide to support refresh of recruitment policy (under-represented groups). • Consider employment routes into Council. 	<p>September 2019</p> <p>April 2019</p> <p>November 2018</p> <p>March 2019</p>	<p>New People Strategy has 'Attracting and retaining diverse talent' as key theme.</p> <p>HR Business partners present equality profiles to teams to address any potential under-representation</p> <p>Guidance for managers</p>

Action	Activity	Timescale	Progress
	Adverts and processes need to be accessible to diverse communities.		to be developed
5) Equal Pay and Gender pay gap reporting	<ul style="list-style-type: none"> • Publish annual gender pay gap reporting in line with new legal requirements. • Develop an Equal Pay audit report to include all protected characteristics. • Conduct research for Generational gender pay gap evidence. 	<p>April 2019 - annually</p> <p>July 2019</p> <p>June 2019</p>	2018 completed and included in this report.
6) Promotion success rates	<ul style="list-style-type: none"> • Develop a process for obtaining promotion success rates • Undertake an audit of employees pay scales (excluding increments, honorariums and acting up) 	<p>Feb 2019</p> <p>May 2019</p>	System currently not capturing data accurately.

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
- Public Health England 2017

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 2015/2016, 2016/17 and 2017/18.

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

Document ownership	
Report owned by:	Tony Williams, Head of Human Resources
Report written by:	Maxine Joynson, Workforce Equalities Officer
Date report approved:	January 2019
Report due for 1st review:	Annual update: June 2019

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 2018/19 was presented to Council on 19 March 2018. Wirral Council is a Living Wage employer and with effect from 1 April 2018 we will pay the revised national Living Wage of £8.75 per hour.

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

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

Appendix Two: Workforce Profile Gender pay gap reporting

Wirral Council is required by law (The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017) to publish an annual gender pay gap report.

This is its report for the snapshot date of 31st March 2017.

Gender Gap	%age	Male Rate	Female Rate	Council Rate
The mean gender pay gap	5.85	£ 14.14	£ 13.31	£ 13.61
The median gender pay gap	4.78	£ 13.07	£ 12.45	£ 12.07
The mean gender bonus gap	0.00	n/a	n/a	n/a
The median gender bonus gap	0.00	n/a	n/a	n/a

The Mean gender pay gap is the average gap across all staff included.
The Median gender pay gap is the middle rate of all hourly rates included.

Pay quartiles by gender			
Quartile	Males	Females	Description
Lower	29.6% (280)	70.4% (666)	Includes all employees whose standard hourly rate places them at or below the lower quartile
Lower middle	38.5% (364)	61.5% (582)	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
Upper middle	36.7% (347)	63.3% (599)	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
Upper	41.4% (392)	58.6% (554)	Includes all employees whose standard hourly rate places them above the upper quartile

Quartiles are defined by dividing the workforce into 4 equal sized groups, then split by gender.

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

How does Wirral Council's gender pay gap compare with that of other organisations?

The vast majority of organisations have a gender pay gap, and we are pleased to be able to say that the Council's gap compares favourably to the national averages and other public sector organisations.

	Wirral Council	2017 ONS ASHE whole sector
Mean gender pay gap	5.85%	17.4%
Median gender pay gap	4.78%	18.4%

**Office for National Statistics*

***Annual Survey of Hours and Earnings*

This is the first year for the requirement to report the gender pay gap. To date, only a small proportion of organisations have published their gender pay gap prior to the 2018 deadline. The Council is therefore unable to perform detailed benchmarking against similar public sector organisations at this point.

What is a gender pay gap?

Gender pay is not about equal pay. Unequal pay means that individual women and men are not getting equal pay for doing equal work. The gender pay gap shows the average difference between the earnings of women and men. It has a number of contributory factors, most of which are more about the kinds of industries and jobs open to women than about the ways in which men and women are paid.

Just because there is a gender pay gap does not make it unlawful. Having a gender pay gap does not mean the Council is discriminating against women.

A gender pay gap is not solely the result of pay practices. It is about much broader influences. Gender pay gaps are the outcome of economic, cultural, societal and educational factors.

What are the contributing factors of Wirral Council's gender pay gap?

Factor	Impact and Reasons
Workforce make-up	Wirral Council has a predominantly female workforce, with 63.5% employees female and 36.5% male. Across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations). In Wirral, the top quartile roles are occupied by more women than men.
Wirral Pay	The Council has a clear policy (Wirral Pay Policy Statement 2017-

Policy	<p>18) of paying employees equally for the same or equivalent work, regardless of their gender (or any other protected characteristic). Wirral Council is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather, its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.</p> <p>The Council adopts the national pay bargaining arrangements through any agreed annual pay increases negotiated with joint trade unions, subject to any local agreements in place.</p>
Foundation Living Wage	As a FLW employer, Wirral's pay rates in the lower quartile are comparatively higher than national rates, which narrows the gap.
Reforming Services	The Council's workforce has reduced and changed significantly with many services no longer provided directly. The impact has been that the number of traditionally male dominated roles paid at mid-quartile rates has decreased, e.g. Construction workers, whilst the number of traditionally female dominated, lower-quartile roles has also reduced, e.g. Catering, Care and Domiciliary workers.
Harmonisation	The Council harmonised terms and conditions in 2008. This included new premium payments and removal of bonuses. Premium payments are generally paid to lower paid employees thus enhancing their pay. In Wirral, the premium payments are paid to as many women as men.
Ageing Workforce	<p>Wirral Council has an ageing workforce with 52.54% aged between 45 and 59 years.</p> <p>It is acknowledged that the pay gap widens for women aged 40 plus years and at Wirral, of those aged 40 and over, 64% are female. Wirral reflects this trend with the gender pay gap widening from 5.85% to 10%.</p>
Employment Contracts and Flexible Working	<p>Wirral has a variety of flexible work options, e.g. full-time, part-time, term-time, seasonal, providing a number of working arrangements for individuals to choose from that fit into their work-life balance.</p> <p>It is acknowledged that females are traditionally viewed as the primary carers meaning these employment options tend to attract and retain more females than males.</p> <p>Since Wirral has a number of roles falling into the lower quartile with minimal work hours which accommodate work-life balance arrangements, this influences the higher proportion of females in lower quartile job roles.</p>
Career Break	Career Break is a local government term and condition which has been in place for many years. This enables women to take time away from work after having children and return to work at an equivalent position and level of pay, meaning women returning to the workplace aren't disadvantaged financially or with their career opportunities. This is not broadly used in the private sector and will contribute towards narrowing the pay gap.

Next Steps

Based on the outcomes of this exercise, Wirral will undertake further analysis and detailed benchmarking to identify any actions that may address the pay gap differential.

Appendix 3: Liverpool City Region - Workforce Equality Data

1. Summary

- 1.1 This paper details the findings of research carried out as part of a benchmarking exercise to compare ourselves against neighbouring authorities in terms of data gaps in workforce equality information.

2. Background

- 2.1 Employment and Appointments Committee will recall in June 2017 the annual Workforce Equality Report for 2016/17 was presented.

Extract of minutes below:

Members welcomed the report, although some concerns were expressed about the large number of 'unknown' in some of the statistics.

The Senior HR Manager, in response stated that he acknowledged the large number of 'unknowns' and that there was a need to give employees confidence as to what the information was used for. There would be a planned communications campaign around this in the autumn.

3. Findings

- 3.1 An overview of the research carried out in August 2018 is detailed below.

Liverpool

October 2017 - the report analyses age, gender, disability, race, religion or belief, and sexual orientation. It also analyses where staff live and how much they are paid. Data on age and gender is available for all staff. 100% of staff responded to the question on race, 100% of staff on disability, 100% of staff on religion or belief and 100% on sexual orientation.

However, the report did not include 'prefer not to say' or 'unknown' categories (in comparison to the previous report where levels of 'unknown' and 'prefer not' to say varied between 3% and 88%). It is assumed that the levels of unknown have been removed from the report in order to obtain 100%

St Helen's

November 2013 – the report covers age, gender, disability, race, religion or belief, sexual orientation, marital status (married or single only, civil partnership and equal marriage not included).

Knowsley

2017 - the data covers all employees except schools unless stated. 88% of the workforce has declared their ethnicity; 83% of the workforce has declared their disability status; and 80% of the workforce has declared their religion or belief. However, in comparison to the previous report levels of data gaps stood at between 12% -20%.

Throughout the report the number of “unknowns” have been subtracted from the total before the percentages can be calculated.

Sefton

July 2016 – the report includes race, disability, sexual orientation and religion or belief. No narrative in support of information.

Halton

January 2016 – the report includes disability, religion or belief, ethnicity sexual orientation, gender reassignment and marriage and civil partnership.

Wirral

July 2018 – includes all protected groups and all themes as outlines in the PSED. 89.57% equality data collected. Staff confidence campaign has improved levels by just over 10%.

- 3.2 The table below shows each Liverpool City Region local authority, the protected groups included in their reports and the percentage levels of unknown and prefer not to say categories (if provided).

Local Authority	Protected characteristic	Levels of not known	Levels of prefer not to say
Liverpool	Race / Ethnic Origin	Not included	Not included
	Disability	Not included	Not included
	Sexual Orientation	Not included	Not included
	Religion or Belief	Not included	Not included
	Gender reassignment	Not included	Not included
	Marriage and Civil Partnership	Not included	Not included
	Pregnancy and Maternity	Not included	Not included
Not included	Not included		
St Helen's	Race / Ethnic Origin	4.0%	Not included
	Disability	0.0%	Not included
	Sexual Orientation	90.7%	Not included
	Religion or Belief	86.8%	Not included
	Gender reassignment	Not included	Not included
	Married or Single only	0.0%	Not included
	Pregnancy and Maternity	Not included	Not included

Local Authority	Protected characteristic	Levels of not known	Levels of prefer not to say
Knowsley	Race / Ethnic Origin	Not included	0.92%
	Disability	Not included	2.3%
	Sexual Orientation	Not included	Not included
	Religion or Belief	Not included	9.34%
	Gender reassignment	Not included	Not included
	Marriage and Civil Partnership	Not included	Not included
	Pregnancy and Maternity	Not included	Not included
Sefton	Race / Ethnic Origin	25.8%	Not included
	Disability	91.5%	Not included
	Sexual Orientation	63.9%	Not included
	Religion or Belief	63.8%	3.7%
	Gender reassignment	Not included	Not included
	Marriage and Civil Partnership	Not included	Not included
	Pregnancy and Maternity	Not included	Not included
Halton	Race	Not included	1.6%
	Disability	Not included	2.3%
	Sexual Orientation	Not included	10.0%
	Religion or Belief	Not included	6.2%
	Gender reassignment	Not included	1.6%
	Marriage and Civil Partnership	Not included	3.0%
	Pregnancy and Maternity	Not included	Not published
Wirral	Race	0.06%	11%
	Disability	17.7%	13%
	Sexual Orientation	0.87%	37.21%
	Religion or Belief	0.84%	35.71%
	Gender reassignment	88.31%	0.39%
	Marriage and Civil Partnership	64.83%	0.36%
	Pregnancy and Maternity	89.12%	0.4%

**Age and sex has not been included as these categories are automatically at 100%.*

**Not published - these areas were not referenced to, nor published in the reports.*

**Not included – these areas indicate this was not an option available for employees to select.*

4. Analysis

4.1 It is recognised as best practice to provide ‘prefer not to say’ options for employees.

4.2 In terms of protected groups, Wirral is the only local authority to have provided information and data against all characteristics, including all themes as required by the Public Sector Equality Duty 2011.

- 4.3 Prior to the staff confidence campaign, Wirral levels stood at 79%. A snapshot of the workforce data at July 2018 showed that the levels now stand at 89.57%).
- 4.4 Halton, Liverpool, Knowsley have not included levels of unknown in their reports. It is assumed that this category has been removed from the report in order to show 100% return
- 4.5. It is widely acknowledged that no organisation will reach 100% information against all categories without 'prefer not to say' option.

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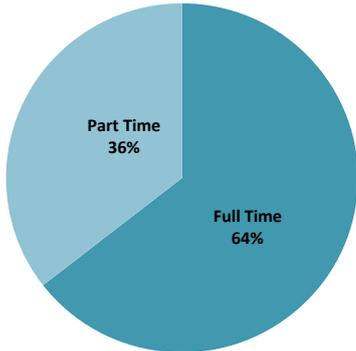
THIS IS WHO WE ARE



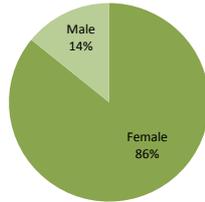
Council Workforce: 64% Females 36% Males
Wirral Population: 51% Females 49% Males



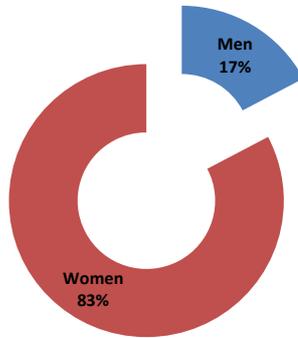
Hours



Reduced Working Weeks



Ratio of Gender for Part Time Employees



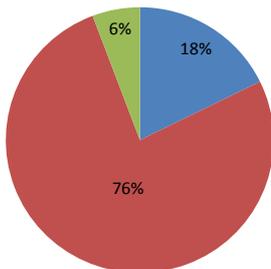
Council Workforce

- BME 2.3%
- White 86.5%
- Unknown 11%

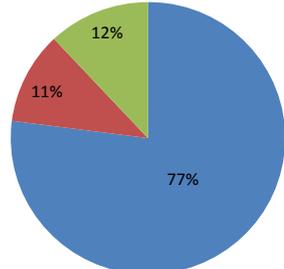
Wirral Population

- BME 4.0%
- White 94.7%
- Unknown 1.3%

Council Workforce with a disability



Wirral Population (Based on long-term health problems or disability)



■ Unknown ■ No Disability ■ Disability ■ Not at All ■ A Little ■ A Lot

Council Workforce Band A to PO14 (£16,683 - £44,697)

35% Male

65% Female

Manager / Senior Manager EPO1 to EPO25 (£42,806 - £67,408)

43% Male

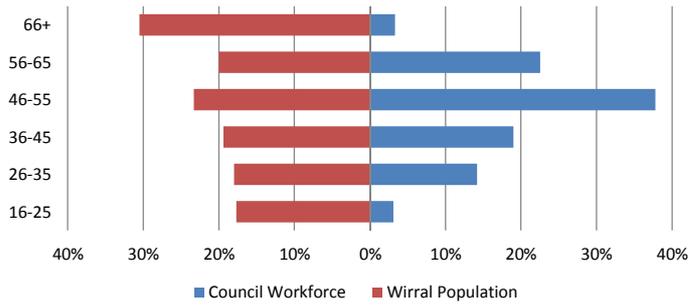
57% Female

Chief Officers AD2 to Chief Officer (£69,377 - £178,518)

44% Male

56% Female

Age



Council Workforce

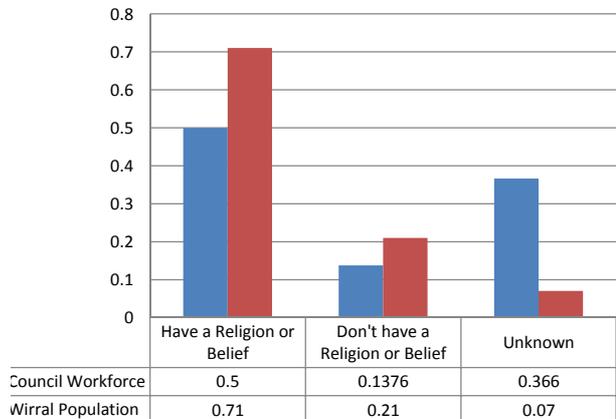
Heterosexual 60.48%
 LGB 1.4%
 Unknown 37.28%

UK Population

Heterosexual 93.7%
 LGB 1.7%
 Unknown 4.6%

The north west of England had the second highest proportion of the population identifying as LGB, at 2.3%

Religion or Belief



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Employment and Appointments Committee – 5 March 2019

REPORT TITLE	CHIEF OFFICER STRUCTURE
REPORT OF	THE CHIEF EXECUTIVE

1.0 REPORT SUMMARY

- 1.1 This report sets out proposed changes to the Council’s Chief Officer structure.
- 1.2 The Council Budget for 2019/20, to be debated by the Full Council on 4 March 2019, contains a projected saving of £1.5m from senior management costs. The proposals within this report will allow the organisation to immediately realise £240,000 of these savings, while at the same time ensuring adequate leadership capacity remains in the organisation.
- 1.3 The proposals include accepting a request for Voluntary Severance / Early Retirement from a chief officer, which provides the opportunity to create a more streamlined structure at Director level, which in turn provides financial savings for the organisation. Subject to the Committee’s agreement of this proposal, the functions currently led by this Chief Officer would be reorganised within the Council.
- 1.4 The number and type of roles required at management level are continually under review and must constantly evolve to reflect the changing organisation and external environment. At the same time the financial challenges for the Council remain significant and we need to ensure that resources are managed efficiently at senior level and opportunities to reduce senior management costs are explored.
- 1.5 This report proposes an overall saving of approximately £240,000 from the Chief Officer structure. This is in addition to savings delivered in 2017/18, where approximately £750,000 savings were achieved through the deletion of senior management posts and in 2018/19, where an organisational wide voluntary redundancy/early voluntary retirement exercise was undertaken which will achieve £600,000 savings at senior management level in

2019/20. Over the past three years, therefore, senior management costs will have reduced by more than £1.5m.

- 1.6 Notwithstanding the proposed financial benefit, great care has been taken to ensure it is the right decision for the Council and the services we provide and commission for residents. The proposals within this report set out how we would reduce our senior management costs while ensuring strong leadership remains in place on the important services in scope. We have balanced our duty to give due consideration to the individual's request for severance, without compromise to the maintenance of strong and visible leadership across this important range of services.
- 1.7 This report contains information that is attributed to individual officers and in particular their financial and/or business affairs, and therefore is exempt by virtue of paragraph(s) 1 and 3 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.

2.0 RECOMMENDATIONS

The Employment and Appointments Committee is requested:

- 2.1 To approve the request for Voluntary Severance/Early Voluntary Retirement of the Acting Corporate Director of Strategy and Partnerships.
- 2.2 To approve the revised Chief Officer structure for the Council.
- 2.3 To authorise the Chief Executive to consult with the Strategic Commissioner: Environment about the proposed deletion of the post and the proposed redeployment to Assistant Director: Place (AD1) as a suitable alternative role in the structure in accordance with the Council's procedures.
- 2.4 To approve the deletion of the Deputy Director of Public Health post and approve the appointment of the current Deputy Director into the Director post (Director 2 on the Council's pay scales) subject to confirmation by Public Health England.
- 2.5 To approve the creation of post of Lead Commissioner: Safer Wirral Service at Assistant Director 1 level on the Council's Chief Officer pay scales and to commence a recruitment process for that post.
- 2.6 To approve the change in grade of Assistant Director: Commercial Management from AD2 to AD1 on the Council's Chief Officer pay scales.

SUPPORTING INFORMATION

3.0 REASONS FOR RECOMMENDATIONS

3.1 The revised Chief Officer structure is proposed by the Chief Executive for the following reasons:

To grant the request for Voluntary Severance/Early Voluntary Retirement from the Acting Director of Strategy and Partnerships, and in doing so:

- Enable further savings from senior management
- Respond effectively to the evolving nature of the Council's operating model
- Provide a clear framework and accountability for the delivery of services

4.0 OTHER OPTIONS CONSIDERED

4.1 No other options are being considered at this time.

5.0 BACKGROUND INFORMATION

5.1 The current Council structure is illustrated in Appendix 1.

5.2 The proposed structure is illustrated in Appendix 2

5.3 The costs of structure are shown at Appendix 3 and the Chief Officer pay grades are shown at Appendix 4.

Strategy & Partnerships

5.4 The Acting Director of Strategy and Partnerships has requested Voluntary Severance/Early Voluntary Retirement.

5.5 We have a duty to consider the request and determine whether there is a case to delete this post to realise savings. The request has provided an opportunity to formally review the functions and structure in this area and is timely as we have already made some temporary changes within this area to meet changing organisational requirements.

5.6 The key functions in this area are public health, strategy, the Wirral Intelligence Service, Commissioning of Environmental Services, Commissioning of Community Safety and the Safer Wirral Hub, Emergency Planning and Communications.

5.7 Following a review, it is proposed to dissolve this function, considering the various services in the area can be managed by a combination of Business Management, Children's Services and the Chief Executives' office.

5.8 It is proposed the post of Strategic Commissioner: Environment in this function is also deleted subject to consultation. This is a Director Level 2 post, as an outcome of this re-organisation is no longer required. The postholder has been undertaking a temporary role within the Delivery function managing Highways and associated

services following the transfer of those services back to the Council in October 2018.

- 5.9 The cost associated with the redundancy and pension release for the Acting Corporate Director of Strategy and Partnerships are set out in Appendix 5.
- 5.10 The commissioning of Community Safety Services in partnership with Merseyside Police is currently managed at senior management level by the Head of Community Safety and Transport Services. The Safer Wirral Hub has been effective and is delivering much improved outcomes for local people since its inception in 2017.
- 5.11 It is proposed to establish a new role of Lead Commissioner Safer Wirral Service at Assistant Director 1 level. It is proposed that this post will report to the Director of Children's Services and will build on the successful work undertaken with partners over the past two years to establish the Safer Wirral Hub and use the platform it provides to develop and expand services in future. It is proposed that an internal recruitment process is undertaken with an elected member appointment panel as this may provide scope for further senior management savings, whilst retaining the option for an external process if required.
- 5.12 The Acting Director Strategy of Partnership has a substantive post, as the Director of Public Health. This post has been covered by the Deputy Director of Public Health for the past three years.
- 5.13 It is proposed to delete the Deputy Director of Public Health post (NHS Grade 8d) and confirm the Deputy Director to the Director of Public Health post on a permanent basis. This is a statutory post at Director 2 level on the Council's chief officer pay scales. Public Health England are aware of the Council's intentions on this issue and subject to approval of this committee we will commence due process with them to confirm the appointment.
- 5.14 It is proposed that the Director of Public Health will report to Director of Health and Care in the Integrated Delivery Hub.

Business Management

- 5.15 The Business Management directorate covers all of the corporate functions and enabling services. There are currently three Directors reporting to the Corporate Director within this area including two statutory roles S151 and Monitoring Officer.
- 5.16 It is proposed that the Assistant Director: Commercial Services will manage the Wirral Intelligence Service and also assume additional responsibility for commissioning key environmental contracts and services and work across Liverpool City Region and our partners to drive the best outcomes for the Council. In view of the increased job size and responsibilities of this post, the grade has been reviewed and it is proposed to be AD1 level accordingly.
- 5.17 The Communications and Policy and Strategy functions that are currently within Strategy and Partnerships will move under Business Management.

Delivery Services

- 5.18 The AD Place Services post is currently vacant. As set out in paragraph 5.7 the Strategic Commissioner for the Environment has been managing the majority of these services on a temporary basis following the transfer of the Highways Service back to the Council. It is proposed that Community Transport, Transport Maintenance and some elements of Housing delivery are transferred to form part of this functional area. In view of the increased job size and responsibilities of this post, the grade has been reviewed and is proposed to be AD1 level accordingly
- 5.19 Subject to a period of consultation, it is proposed to confirm the position of the Strategic Commissioner for Environment into AD Place Services on a permanent basis to ensure stability, minimise risks to service delivery and ensure these key services have the appropriate leadership arrangements in place. This is considered to be a reasonable alternative role for the purposes of redeployment, subject to consultation and transitional pay arrangements in accordance with Council procedures.
- 5.20 Further work is being undertaken to look at which services which will form part of the Safer Wirral Service (see paragraph 5.11)

6.0 IMPACT UPON EXISTING ROLES

- 6.1 As part of the chief officer restructure following posts will be deleted:

Job Title	Grade
Corporate Director of Strategy and Partnerships	Director 1
Deputy Director of Public Health	NHS8D
Strategic Commissioner: Environment	Director 2

NEW AND CHANGED ROLES WITHIN THE STRUCTURE

- 6.2 As part of the chief officer restructure and as outlined in Section 5, the following new roles and changes to roles going forward:

Current Job Title	Proposed Job Title	Change	Grade
	Lead Commissioner: Community Safety Service	New post	Assistant Director 1
Strategic Commissioner Environment	Assistant Director: Place Services	Confirmation of temporary arrangements	Assistant Director 1

		and redeployment of individual	
AD Commercial Management	AD Commercial Management	Additional responsibilities and functions	Assistant Director 1

7.0 LEGAL IMPLICATIONS

- 7.1 The Council will ensure that any restructuring is undertaken in accordance with relevant policies and meets its obligations under employment law.
- 7.2 Section 7 of the Local Govt and Housing Act 1989 requires that all local authority staff are to be appointed on merit. Part 4G of the Council's Constitution, the Officer Employment Procedure Rules, sets out the process of appointment for chief and deputy chief officers.
- 7.3 The Council's redundancy and redeployment policy states that an employee's duties must match a new post by at least 70% in order to be slotted in to that post and that they are the only ringfenced candidate at risk who has such a match.

8.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 8.1 The resource implications are set out within the report and appendices.

9.0 RELEVANT RISKS

- 9.1 That the Committee does not support the proposals made by the Chief Executive and that opportunities to streamline the chief officer structure and realise the identified savings is slowed down or lost.

10.0 ENGAGEMENT/CONSULTATION

- 10.1 There will be a period of consultation with staff affected in line

11.0 EQUALITY IMPLICATIONS

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

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APPENDICES

Appendix	Title
1	Current Chief Officer Structure
2	Proposed Chief Officer structure
3	Structure costs
4	Chief Officer Pay Scales
5	Voluntary Redundancy Request

REFERENCE MATERIAL

N/A

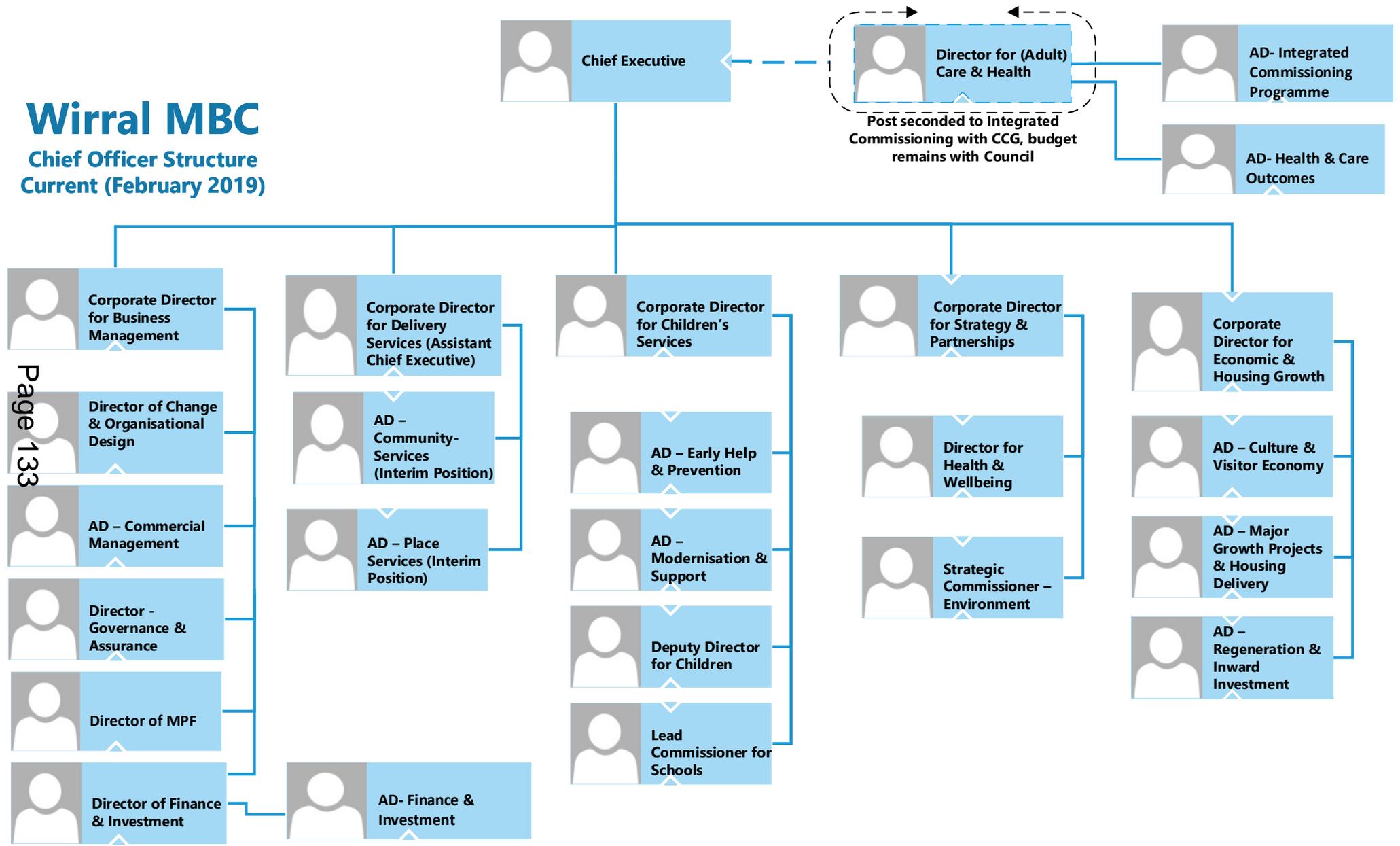
SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Employment & Appointments Committee	6 March 2018

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Wirral MBC

Chief Officer Structure Current (February 2019)

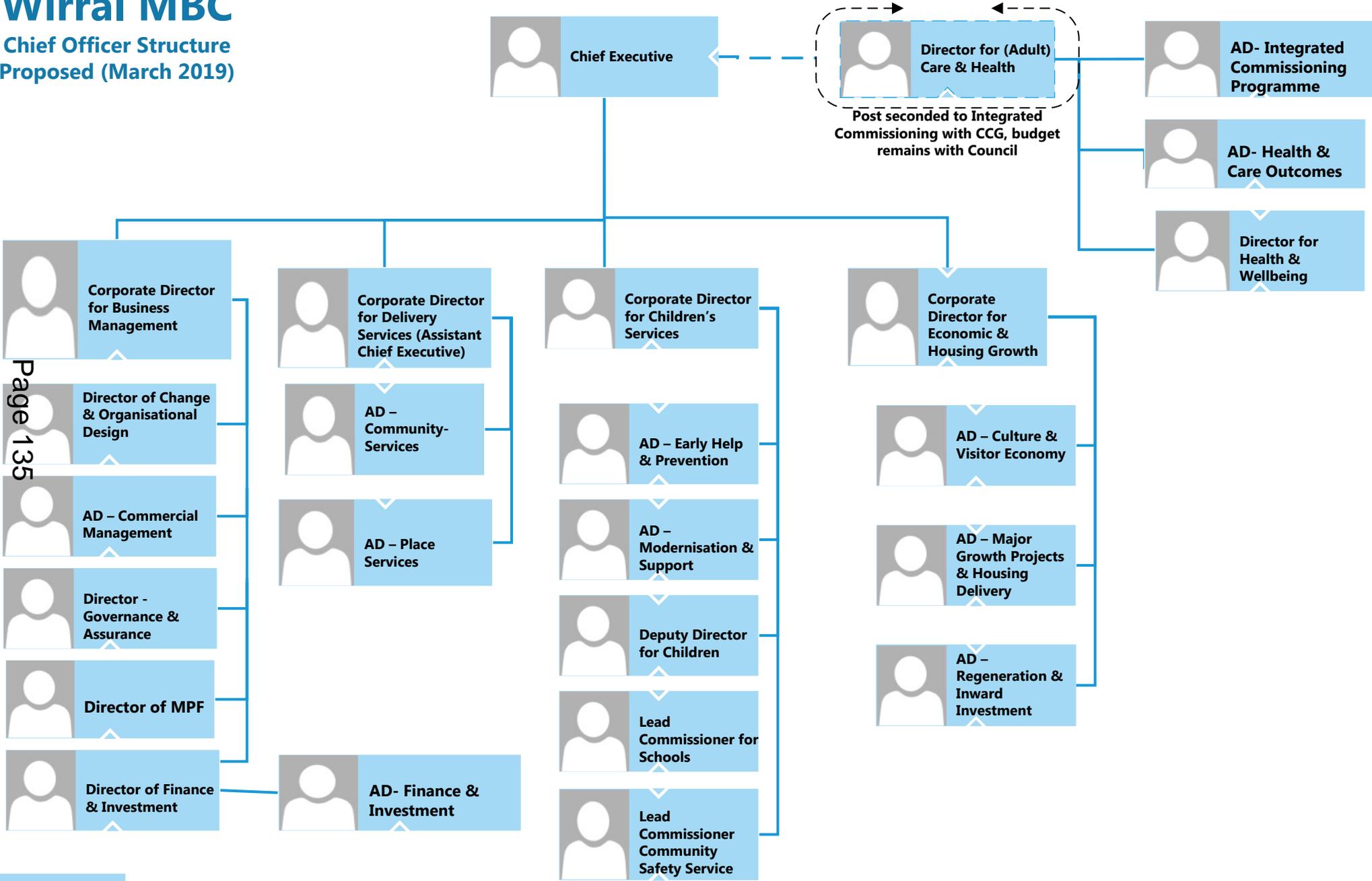


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Wirral MBC

Chief Officer Structure Proposed (March 2019)



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Current					Proposed				
Role	Post Grade	Salary (TOG)	on-costs (28.4%)	Total	Role	Post Grade	Salary (TOG)	on-costs (28.4%)	Total
Chief Executive	Chief Executive	£178,518	£50,699	£229,217	Chief Executive	Chief Executive	£178,518	£50,699	£229,217
Corporate Director for Business Management	Strategic Director	£128,008	£36,354	£164,362	Corporate Director for Business Management	Strategic Director	£128,008	£36,354	£164,362
Corporate Director for Childrens Services	Strategic Director	£158,100	£44,900	£203,000	Corporate Director for Childrens Services	Strategic Director	£158,100	£44,900	£203,000
Director of Finance and Investment (\$151 Officer)	Director 1	£118,593	£33,680	£152,273	Director of Finance and Investment (\$151 Officer)	Director 1	£118,593	£33,680	£152,273
Corporate Director for Delivery Services	Director 1	£118,593	£33,680	£152,273	Corporate Director for Delivery Services	Director 1	£118,593	£33,680	£152,273
Director for Adult Care and Health (DASS)	Director 1	£118,593	£33,680	£152,273	Director for Adult Care and Health (DASS)	Director 1	£118,593	£33,680	£152,273
Corporate Director for Strategy and Partnerships	Director 1	£118,593	£33,680	£152,273	Delete	Director 1	£0	£0	£0
Director of Merseyside Pension Fund	Director 1	£118,593	£33,680	£152,273	Director of Merseyside Pension Fund	Director 1	£118,593	£33,680	£152,273
Deputy Director for Children	Director 2	£95,659	£27,167	£122,826	Deputy Director for Children	Director 2	£95,659	£27,167	£122,826
Director for Public Health & Wellbeing (DPH)	Director 2	£95,659	£27,167	£122,826	Director for Public Health & Wellbeing (DPH)	Director 2	£95,659	£27,167	£122,826
Deputy Director: Public Health		£85,333	£24,235	£109,568	Delete				
Assistant Director: Integrated Commissioning Programme	Head of Service 2	£78,628	£22,330	£100,958	Assistant Director: Integrated Commissioning Programme	Assistant Director 2	£78,628	£22,330	£100,958
Assistant Director: Health and Care	Head of Service 2	£78,628	£22,330	£100,958	Assistant Director: Health and Care	Assistant Director 2	£78,628	£22,330	£100,958
Director Governance and Assurance	Director 1	£118,593	£33,680	£152,273	Director Governance and Assurance	Director 1	£118,593	£33,680	£152,273
Strategic Commissioner for Environment	Director 2	£95,659	£27,167	£122,826	Delete		£0	£0	£0
Assistant Director: Community Services	Head of Service 2	£78,628	£22,330	£100,958	Assistant Director: Community Services	Assistant Director 2	£78,628	£22,330	£100,958
Commissioner for Schools	Head of Service 2	£78,628	£22,330	£100,958	Commissioner for Schools	Assistant Director 2	£78,628	£22,330	£100,958
Assistant Director: Commercial Management	Head of Service 2	£78,628	£22,330	£100,958	Assistant Director Commercial Management	Assistant Director 1	£90,724	£25,766	£116,490
Assistant Director: Place Services	Head of Service 2	£78,628	£22,330	£100,958	Assistant Director: Place Services	Assistant Director 1	£90,724	£25,766	£116,490
Director of Change and Organisational Design	Director 1	£118,593	£33,680	£152,273	Director of Change and Organisational Design	Director 1	£118,593	£33,680	£152,273
Assistant Director: Early Help and Prevention	Head of Service 2	£78,628	£22,330	£100,958	Assistant Director: Early Help and Prevention	Assistant Director 2	£78,628	£22,330	£100,958
Assistant Director Modernisation and Support	Head of Service 2	£78,628	£22,330	£100,958	Assistant Director Modernisation and Support	Assistant Director 2	£78,628	£22,330	£100,958
Assistant Director: Finance Investment Lead	Head of Service 2	£78,628	£22,330	£100,958	Assistant Director: Finance Investment Lead	Assistant Director 2	£78,628	£22,330	£100,958
					Lead Commissioner Community Safety Service	Assistant Director 1	£90,724	£25,766	£116,490
Corporate Director for Economic Housing and Growth	Strategic Director	£128,008	£36,354	£164,362	Corporate Director for Economic Housing and Growth	Strategic Director	£128,008	£36,354	£164,362
AD Skills and Culture	Head of Service 2	£78,628	£22,330	£100,958	AD Skills and Culture	Assistant Director 2	£78,628	£22,330	£100,958
AD Housing and Infrastructure	Head of Service 2	£78,628	£22,330	£100,958	AD Housing and Infrastructure	Assistant Director 2	£78,628	£22,330	£100,958
AD Regeneration and Investment	Head of Service 2	£78,628	£22,330	£100,958	AD Regeneration and Investment	Assistant Director 2	£78,628	£22,330	£100,958
Total		£2,374,739	£674,426	£3,049,165	Total		£2,190,070	£621,980	£2,812,050

Posts funded by Growth Company dividend	Director post	£164,362
	3 x AD posts	£302,875
		£467,237

Posts funded by Growth Company dividend	Corporate Director post	£164,362
	3 x AD posts	£302,875
		£467,237

Total net cost of structure				£2,581,928
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Total net cost of structure			£2,344,813
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Saving			£237,115
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**Chief Officer Grade/Salaries
Effective 1 April 2018**

	Chief Executive (CE)	Senior Director (SD1)	Senior Director (SD2)	Director 1 (D1)	Director 2 (D2)	Assistant Director 1 (AD1)	Assistant Director 2 (AD2)
Salary Range							
01	158,116	142,800	115,206	106,735	86,092	81,653	70,765
02	163,216	146,625	118,407	109,700	88,484	83,921	72,231
03	168,316	150,450	121,608	112,665	90,876	86,189	74,697
04	173,417	154,275	124,808	115,629	93,268	88,457	76,663
05	178,518	158,100	128,008	118,593	95,659	90,724	78,628

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Redundancy and pension costs

This appendix contains information relating to an individual(s) disclosure of which is not considered to be appropriate. Accordingly the appendix is deemed to be exempt from disclosure by virtue of paragraph 1, Part 1 of schedule 12A of the Local Government Act 1972.

The Committee will need to give consideration to whether or not the exemption will be maintained having reached its decision.

Acting Director of Strategy and Partnerships

Total employer costs of redundancy and pension release.	£146,666
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Please note the postholder is employed under NHS Terms and Conditions and therefore the terms of the NHS redundancy and pension scheme apply.

Saving from deletion of post

Post	Saving (inc on-costs)
Director 1	£152,273.41

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