



Workforce Monitoring Report

2022 – 2023



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<p>مجلس ویرال Wirral ملتزم بیامكانية توفير المعلومات ليتمكن الحصول عليها بواسطة كل فرد. يمكنك الذهاب الى وحدة الخدمات المتعددة او اتصل تلفونياً على مركزنا للاتصالات على الرقم (0151) 606 2020 للمساعدة والنصح إذا ترغب في المعلومات مترجمة او في شكل آخر كالكتابة بخطوط كبيرة، بكتابة بريل او شريط كاسيت.</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 রুন্নম্যাটে, 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 aistriithe 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, बरल में या कैस्ट के रूप में अवाश्यकता हो तो सलाह और मदद प्राप्त करने के लिए आप अपनी स्थानीय वैन स्टॉप शॉप 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, ਬਰਲ ਵਿੱਚ ਜਾਂ ਕੈਸਟ ਦੇ ਰੂਪ ਵਿੱਚ ਲੋੜ ਹੈ ਤਾਂ ਸਲਾਹ ਅਤੇ ਸਹਾਇਤਾ ਲੈਣ ਲਈ ਤੁਸੀਂ ਆਪਣੀ ਸਥਾਨਿਕ ਵੈਨ ਸਟਾਪ ਸ਼ੌਪ ਵਿੱਚ ਜਾ ਸਕਦੇ ਹੋ ਜਾਂ ਇਸ ਨੰਬਰ (0151) 606 2020 ਤੇ ਸਾਡੇ ਕਿਸੇ ਕਾਲ ਸੈਂਟਰ ਵਿੱਚ ਟੈਲੀਫੋਨ ਕਰ ਸਕਦੇ ਹੋ।</p> <p>(Punjabi)</p>
<p>Gollaha Wirral waxa uu isku xil-saarey in uu wargelinta ka yeelo wax uu qof walba heli karo. Waxa aad booqan kartaa Dukaanka Hal-Mar-Joogsiga ah ee xaafadaada ama sooba wac xarruuntayada soo wicitaanka oo laga helo (0151) 606 2020 si aad tageero iyo la tallin uga hesho haddii aad u baahan tahay in wargelinta luqad kale loogu turjumo ama looga soo dhigo qaab kale sida far waaweyn, farta ee Braille ama cajallad maqal ah.</p> <p>(Somali)</p>
<p>ویرال کونسل معلومات کو ہر ایک کیلئے قابل رسائی بنانے کیلئے پابند عہد ہے۔ اگر آپ کو معلومات ترجمہ شدہ یا کسی دیگر شکل جیسے بڑے حروف، بریل یا آڈیو کی شکل میں مطلوب ہو تو آپ مدد اور مشورے کیلئے اپنے مقامی ون اسٹاپ شاپ پر آسکتے ہیں یا ہمارے کال سنٹر کو (0151) 606 2020 پر فون کریں۔</p> <p>(Urdu)</p>

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Foreword

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

I'm proud of the work we're doing with our people, our staff inclusion forum and our eleven staff groups and networks to build an inclusive workplace. This work to date clearly demonstrates our continuing commitment to developing a culture which respects individuals, appreciates difference and allows everyone regardless of background to reach their full potential. Positively supporting our people regardless of gender, age, race, religion, marital status, sexual orientation, pregnancy/maternity, gender identity, gender reassignment, disability and caring responsibility.

This is the responsibility of every single person across our organisation and this report helps us to challenge ourselves to see situations through different lenses to recognise barriers that people may face.

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

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

I'm pleased to publish our Workforce Equality Report for 2022-2023, which provides equalities information on our workforce in accordance with the Equality Act (2010) and Public Sector Equality Duty (2011).

This report helps us to monitor our progress and performance in respect of workforce equalities and gives us insight to engage with our people to identify improvements that can be made and to address imbalances between those who share a protected characteristic and those who do not. It includes key achievements in the past year and our actions for future years to enable us to improve equality outcomes and to ensure we remain an inclusive employer.



Paul Sator
Chief Executive Wirral Council

1. Executive Summary

This report draws upon the key findings and actions from analysis of our workforce data in 2022-2023* as required by the Public Sector Equality Duty.

The data we collect and what we do with the information is detailed in the council's Workforce Monitoring Policy. All comparable datasets contained within this report relate to Wirral population figures taken from the Census 2021, and annual population survey 2022 datasets.

** The publication of the analysis of our workforce data for 2023-2024 will be brought forward to September 2024.*

1.1. Summary Findings

- We continue to be one of the largest employers in the borough with 77% of our people living locally. Whilst this is a decrease of 3% from the previous year it reverses the trend of a 4% increase from previous years.
- Our workforce demographic remains relatively stable with a headcount of 3,358. An increase of 38 from last year. Given a number of TUPE in and out of the organisation (including 168 employees who TUPE in from another organisation).

It is important to note this headcount may vary from other published reports e.g., our Gender Pay Gap report, due to statistical requirements and data extract date requirements.

- We have continued to take steps to increase our people's confidence in providing equalities information through awareness raising campaigns and direct communication. 96% of our people have provided information regarding their protected characteristics, including people who declared that they would 'prefer not to say' (PNTS). Whilst this is a decrease of 3% from the previous year this is likely to be because of the number of TUPE.

We will closely monitor this in the coming year and continue to strengthen our people's confidence in providing this information. However, recognising and respect that the provision of such information is a personal and optional choice for our people.

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

Whilst we have narrowed the data gaps overall in the last two years, these figures remain the same from last year. The reasons for this are unknown and it may be our people feel this is personal information that they do not wish to share with their employer. We will continue to explore this, invite our people's views and continue to build our people's confidence, as outlined above.

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

Whilst we continue to support the needs of an ageing workforce, we are also taking steps to strengthen our approach to address the challenges of an ageing workforce. We are currently developing our new talent strategy launching in summer 2023.

The strategy has three themes, that when delivered together will help us attract, develop and retain talent so we - have the right people, with the right skills and behaviours at the right time to meet our challenges and make the most of the opportunities we will face over the coming years.

We know that talent is everywhere in our organisation so we are taking an 'inclusive' rather than 'exclusive' approach to talent development where everyone will have equal opportunity to think, create, learn, grow, network, progress and thrive.

- 64% of our workforce is female, of which 30% are within the 46-55 age group. We know that this age group is most likely to be experiencing perimenopause or menopause and are more likely to have caring responsibilities. In recognition of this we have:
 - Staff network groups for women, menstrual health, working carers and perimenopause / menopause.
 - A 'Menopause in the Workplace' guidance that also takes account of trans men and non-binary staff who experience the menopause and menstrual health, supported by a series of employee workshops.
 - A menopause related absence category for recording menopause-related absences.
 - A Working Carers Policy with associated training for managers.
 - A Carer's Passport Scheme.
- 3% of our workforce identify as being from an ethnic minority background, which is comparable to the previous year, but lower compared to 7.6% of the Wirral population (an increase of 2.2% from the last census). Whilst this is a similar trend across the Liverpool City Region (LCR) we are working with our LCR partners to improve this. There is a growing representation at Chief Officer level, an increase of 2.6% to 6% from last year.

In addition, a commitment within our new talent strategy is to continue to strengthen our engagement with ethnic minority community groups to ensure our selection processes are inclusive. Including developing a range of early opportunity talent pipelines, and relationships with partners, that support and give a real chance for those furthest removed from employment and those under-represented within our workforce to join us.

- 8% of our people declared a disability, compared with 10.6% of the population. The number declared has broadly remained the same over the last 3 years within the Council. 16% (an increase of 3% since last year) of our people have 'preferred not to say' in respect of this protected characteristic. We will continue to take steps to close the gap by increasing our people's confidence to enable people to feel more confident in declaring a disability to ensure we can support them in the workplace.

We are a Disability Confident employer and are committed to advancing opportunities for disabled candidates. With prospective disabled candidates automatically guaranteed an interview providing they have met the essential criteria for a role. Since last year we have reversed the trend - the success rate of disabled candidates appointed in the last 12 months is the same than non-disabled candidates. 10% of successful candidates preferred not to say, which may have some bearing on the overall rates.

We will continue to strengthen our commitment to hosting supported internships that support and give a real chance for those furthest removed from employment to join us.

- We have an overall healthy approach to workforce management when we consider the range and depth of activity and actions outlined in this report ranging from employment practices like performance management, disciplinary, attendance management etc. to internal promotion, apprenticeship and graduate schemes and staff engagement.

Whilst we hold data in relation to our employment practices e.g., exit interviews, staff survey etc. it has previously been limited by the type, range and methods of collection. We have implemented an improved approach to enhance our ability to collect, identify, understand and act on insights, hotspots, barriers and opportunities.

1.2. What We Have Achieved this year (2022/23)

During the reporting period we have:

- Undertaken our annual organisation wide staff survey. Over 50% (1,663 staff) responded, which helped us gain insight on 'what we do well'; 'what matters most to staff'; and 'how we can work together to make Wirral an even better place to work'.

Undertaken our 'We Are Wirral' events with our workforce to continue the conversation from the staff survey insights with the aim to describe who we are and what we are like at our best. We held feedback sessions to ensure what we thought we had heard was right. Alongside this, our Chief Executive met teams across our diverse workspaces.

Using all the insight and data gathered we have launched a revised People Strategy in Spring 2022. This was co-designed and developed with all our

workforce and staff groups. Equality, diversity and inclusion runs through the whole strategy.

- Our Inclusion Forum (made up of representatives from all our Staff Network groups) has evolved since 2021-2022. It has gained greater recognition within the organisation and influences strategic decision making.



- This year the forum has:
 - Played a key role in the design of our new council office building to ensure the building is as inclusive as possible including gender neutral facilities, separate prayer rooms, provision for quiet areas, breastfeeding expressing facilities, appropriate lighting / colours for our neurodiverse colleagues etc.
 - Co-designed and reviewed key HR & OD strategy, policies and processes, including the people strategy, talent strategy, staff survey, hybrid working policy.
 - Led staff awareness and engagement campaigns, including international women's day; men's health week; black history month, Pride; and national inclusion week.
 - A learning sub-group from our Inclusion Group was formed to review, update and refresh our essential equality, diversity and inclusion learning module for all staff and managers which is now live.
- The number of staff network groups has grown, and we now have 12. We will continue to support and encourage more networks and groups as required. The new network groups established this reporting year are:
 - Menstrual Health,
 - Hidden Disabilities,
 - Young Persons, and
 - Parenting.

- The staff network groups have also supported the development of staff learning programmes, including cultural awareness module; and gender identity module.
- In conjunction with other councils within the Liverpool City Region, we have developed and introduced the first phase of our EmBRACE training programme for our whole workforce. This is part of the regions commitment to tackle systemic injustice and inequality and drive forward positive change for our Black, Asian and Minority Ethnic employees and residents. The full rollout of this programme will be from 2022 until 2024 and reach 17,000 employees.
- Hosted the Liverpool City Region’s RISE network.
- Made provision for gender neutral facilities to be made available at our main council office, Cheshire Lines and several of our libraries.

The information contained within the report provides useful insight on our workforce composition and helps us to consider the impact of our employment policies and procedures. An action plan supporting our wider people strategy has been developed which can be seen in Appendix One.

2. Workforce Profile

This report provides data on our workforce profile for 2022-2023. We collect, publish* and monitor our people’s diversity data in order to:

- Check how representative we are according to the local population, wherever possible.
- Consider and review the impact of our employment policies and processes, including the identification of areas which appear to have a disproportionate impact on certain groups of employees.
- Show ‘due regard’ to the Public Sector Equality Duty, a legal requirement under the Equality Act 2010.
- Identify opportunities to further embed Equality, Diversity and Inclusion in the workplace, so that all our people feel included, listened to, supported and developed to reach their full potential.

** The publication of the analysis of our workforce data for 2023-2024 will be brought forward to September 2024.*

3. Organisational Composition

As of 1 April 2023, our:

- Total headcount equalled 3,358.
- Total employees working full time equalled 2,311.
- Total employees working part-time equalled 1,047 (of which 80% are women).

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

In terms of length of service, we have 269 employees with up to 1 years' service (7.9%), 923 with between 1-5 years' (27.3%), 418 with 6–10 years (12.3%), 898 with 11 – 20 years (26.5%) and 877 with 20+ years (25.9%).

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

4. Equality Monitoring Information

4.1. Age

- Like other local government organisations our workforce is ageing, with 60% of our people aged 46 years and over. This remains the same as last year.
 - Employee level 60%
 - Manager level 67%
 - Senior manager and chief officer level 83%
- Around 33% of our overall workforce are aged over 55. In comparison to the local population which stands at 42.5%
- Around 30% of our female workforce are aged between 46-55 years. When we look at the local population, this is 7%
- We are 19% overrepresented in the 51–60 age bracket and 9% under-represented in the 16-25 age bracket in comparison to the latest census data.
- Whilst we continue to support the needs of an ageing workforce, we are also taking steps to strengthen our approach to address the challenges of an ageing workforce. We are currently developing our new talent strategy launching in summer 2023.

The strategy has three themes, that when delivered together will help us attract, develop and retain talent so we - have the right people, with the right skills and behaviours at the right time to meet our challenges and make the most of the opportunities we will face over the coming years.

We know that talent is everywhere in our organisation so we are taking an 'inclusive' rather than 'exclusive' approach to talent development where everyone will have equal opportunity to think, create, learn, grow, network, progress and thrive.

4.2. Sex

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

- At assistant director and chief officer level the male / female split of 54% / 46% remains relatively even.
- In relation to pay, women are continuing to maintain representation at assistant director / chief officer level.
- At manager and senior manager level, the male / female split of 39% men / 61% women shows an increase of female representation of 19% from last year (when previously there was a decrease of 2%)

4.3. Ethnicity

- The response rate from our people declaring their ethnicity has remained the same.
- 3% of our people identifying as being from an ethnic minority background compared to 7.6% of the Wirral population. Matching a trend across the Liverpool City Region. However, there is a growing representation of 6% at Chief Officer level, an increase of 2.6% from last year.
- Comparisons have been made across the Liverpool City Region with Liverpool having the highest ethnic minority employee representation at 5.9% (with ethnic minority population of 16%).
- We will continue to work with the Liverpool City Region Race Equality Forum to support and develop appropriate interventions. We have developed a Race, Religion and Belief staff network group in respect of the race equality agenda across the region.

In addition, a commitment within our new talent strategy is to continue to strengthen our engagement with ethnic minority community groups to ensure our selection processes are inclusive. Including developing a range of early opportunity talent pipelines, and relationships with partners, that support and give a real chance for those furthest removed from employment and those under-represented within our workforce to join us.

4.4. Disability

- Disabled employees are well represented across the entire workforce. Around 8% of the workforce declared they have a disability; this is in keeping with the previous three years. With hidden disabilities being more prevalent, particularly mental health since and during Covid.
- Around 16% of our people have 'preferred not to say' in respect of this protected characteristic (which is an increase of 3% from the previous year) therefore we will continue take steps to close the gap by increasing our people's confidence to enable people to feel more confident in declaring a disability to ensure we can support them in the workplace.

- There is limited directly comparable data for this characteristic in respect of the local population. However, it is useful to note that in the Census 2021, 10.6% of the Wirral population declared they experience a long-term health problem or disability that limits their day-to-day activity. This may suggest we are potentially underrepresented in comparison to the local population but there is insufficient comparable data to be certain.
- There were 17 requests for reasonable adjustments for specialist software. In addition, to TextHelp that all of our people can access we provided 3 of our people with additional software Dragon.
- A variety of other support measures such as specialist headsets and keyboards, sit/stand desks and chairs, specialist footrests etc were provided to 53 of our people.

Please note these are in relation to access to work requests via Health and Safety. Figures may be higher where managers have sourced and procured equipment from their own budget which are not recorded centrally. This could be an additional 20%.

- Wirral's Disability Population Employment rate is 55% compared to Wirral's Population rate of 76.9% (working age 16 – 64).

4.5. Religion Or Belief

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

4.6. Gender Reassignment

- The number of our people declaring they are transgendered has remained the same as last year at 0.27%.
- For the first time, gender reassignment has been included in the Census, therefore we have comparable data. Around 0.4% (955) were all other gender identities, including non-binary, trans woman, trans man. However, this has caused some concern within the LGBTQ+ community as non-binary relates to a person's gender identity and is not associated with gender reassignment.
- The 'unknown' category for this protected characteristic has increased by 4% since last year (which is a reverse in trend from the previous 2 years). We have a Gender Identity policy which was first introduced in 2009, but further steps are being taken to increase our people's confidence in providing information in relation to this protected characteristic.

4.7. Marriage And Civil Partnership

- There has been a slight decrease in the number of recorded civil partnerships and same-sex marriages since last year, which is a reverse in trend from the previous two years.
- There has been a slight decrease from 6.93% to 6.7% of prefer not to say in this category. However, it is important to recognise and respect that the provision of such information is a personal and optional choice for our people.

4.8. Sexual Orientation

- The latest Census data tell us that 90.7% of the population identify as heterosexual, 2.9% identify as LGBTQ+, with a further 6.5% of unknown responses.
- In comparison to the workforce, we are well represented at 3.3%.
- There has been an increase in the number of our people declaring their sexual orientation at 3.3% (from 3% last year) including prefer to self-describe.
- The proportion of our people providing information regarding their sexual orientation has increased by just under 3% over the last two years, which is positive.
- However, the proportion of our people who have indicated they would 'prefer not to say' is still relatively higher than for most other protected characteristics at 21%. The reasons are unknown, and we have updated self-serve to include pansexual and prefer to self-describe to be as inclusive as possible. Again, steps will be taken to increase our people's confidence in providing information regarding protected characteristics and more inclusive options available for our people to identify with.

4.9. Pregnancy, Maternity and Adoption

- In 2022-23, 36 of our people took maternity leave. 4 of these employees left the organisation before they were due to return.
- No employees accessed the work life balance scheme to reduce their working pattern within six months of returning.
- No one took paternity leave or shared parental leave. However, 2 members of staff identifying as male, accessed Maternity support leave.
- In 2022–23, we introduced hybrid working following changes made to working arrangements during Covid. We are investigating if this has negated the need for our people to submit more formal flexible working requests. We will put systems in place to analyse flexible working requests to monitor whether there are any decisions being taken that directly impact our people returning to the workforce following maternity.

5. Employment Practice

- The number of our people participating in the council carer passport scheme is 257, an increase of 61 from last year. The carers passport scheme formalises arrangements made between our employees, their manager and the organisation.
- 75% of carers within our workforce are women. This is higher than the national average (59%). Overall, 4% of our workforce have identified as working carers. It is anticipated that around 12% of our people could be working carers based on regional statistics.
- Active steps have been taken to provide support to working carers and will further build upon this. Actions to date include the launch of a working carers policy, management training, the introduction of a Carers Passport scheme and the establishment of a staff network group. We will continue to work with the staff network groups to identify further measures and support where required.

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

5.1. Job Application Success Rates

- The overall number of job applications for 2022/23 was 3,719. This is similar to the number of applicants from last year.
- Candidates from an ethnic minority background were more successful in the appointment process than their non-ethnic minority counterparts. The top five success rates are as follows: Black Caribbean 27%, Other Black 25%, Mixed White and Asian 19%, White British 14% and Mixed White and Black African 11%.
- The success rate of disabled people appointed was 13% which is the same as non-disabled candidates. This is a positive reverse in trend from last year when disabled candidates were 12% less successful to be appointed. Additionally, 10% of successful candidates preferred not to say in comparison to 25% the previous year. This could have an impact either positively or negatively on the overall results for disabled candidates.
- Candidates that identified as Prefer to self-describe and Lesbian or Gay were more successful than candidates that identified as heterosexual.
- The highest success rate of new starters in 2022/2023 were aged 66+ at 33%. This is in keeping with last year and is a reverse in trend from the previous year (when it was the age group between 26-35) based on proportionality across all age groups.
- However, during 2022/23, the next highest success rate of new starters was aged 16-20 at 20% which is in keeping with last year and is a reverse in trend from the previous year when no candidates under the age of 20 were appointed.

5.2. Promotion Success Rates

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

- Overall, 92 of our people received an increase in pay comprising of change of grade, promotion, re-grade and restructure. This equates to around 2.7% of the workforce. This is slightly higher than last year when 2.3% of our people received an increase.
- Of these, 3.2% were from an ethnic minority background, this is slightly higher than the overall composition of ethnic minority employees at 3%.
- Around 67% of our people promoted identified as female, this is in keeping with the overall composition of the workforce and lower than last year when 81% of all promoted employees identified as female.
- Around 12% disabled employees were promoted. This is higher than the overall make up of disabled employees at 8% and is a 3% increase from the previous year.
- Approximately 38% of employees were aged over 46 years, this is lower when compared to the numbers of employees overall aged over 46 years (60%). This is in keeping with last year.
- Around 7.6% of our people who declared they were lesbian, gay, bi-sexual or prefer to self-describe were promoted during 2022/23. This is a 100% increase from last year when 3.8% of our people identifying as LGBTQ+ were promoted.

5.3. Length Of Service

A significant proportion of our people are over 46 years of age and have 25 years or more service (17%). A strength echoed in our recent Local Government Association Peer Review. However, we are taking steps to strengthen our approach to workforce and succession planning with a focus on addressing the challenges of an ageing workforce, hard to fill roles, skills gaps, improving diversity, having a flexible and agile workforce that supports progression of the talent already within the organisation.

5.4. Take Up Of Training

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

- Our data tells us that 75% (2,505) of all our people accessed formal training (that is recorded centrally and includes essential e-learning). This is a decrease of 9% from the previous year. This data does not capture/include all forms of blended learning and development, such as work-based learning. Covid 19 has had a significant impact on the delivery of in-person learning. We are adapting our development offer to be more flexible in line with our hybrid working culture.
- Around 78% of our people from an ethnic minority background accounted for staff accessing formal training, which is 17% higher than last year.
- Approximately 74% of our people from a White British demographic accessed formal training, which is an increase of 9% from last year.
- 85% of all disabled employees accessed formal training, which is higher than employees that did not have a disability at 76%. This is a reverse in trend from last year when it was evenly split.
- Employees that identified as Asexual, lesbian or gay were more like to access formal training compared to employees that identified as heterosexual.
- A review of the data tells us that the following age ranges are accessing training opportunities, with the highest cohort being age ranges 61-65, 56-60 and 46 - 55 respectively.
- Employees under the age of 20 are least likely to access formal training. This may be as they are undertaking formal apprenticeship programmes.
- Overall, employees with a protected characteristic are exceeding opportunities to access formal training which is extremely positive.
- As part of our new approach, we will continue to encourage a culture of continuous learning and development, empower our people to drive their own development, providing them with the tools and resources to do so. We will also emphasise the value of other forms of learning and development such as shadowing, mentoring, reverse mentoring, online resources and structured on-the-job learning.
- We will continue to monitor trends and ensure development opportunities are accessible to all.

5.5. Reasons For Leaving

- During 2022/23, 373 of our people left the Council. The main reason for leaving was resignation, severance and end of contract. This is in keeping with the previous year.
- Around 7% of our people who left during 2022-2023 had declared a disability, this is a decrease of 3% from last year and is 1% higher than the overall make-up of the workforce (8%).

- The sex split of leavers is not comparable to the overall composition of the workforce with more men leaving at 40% (compared to 37% of workforce). However, this is a decrease of 1% from last year.
- Around 4.3% of all leavers identified as lesbian, gay and bi-sexual, this is a slight decrease and is slightly higher of the overall make-up of the workforce (3.3%). However, there were high levels of prefer not to say at 19% that could impact negatively / positively for this protected characteristic group.
- In terms of race, 5.6% of all leavers identified as from an ethnic minority background. This is higher than last year when 4.4% of all leavers were from an ethnic minority background.
- Our approach to exit interview has been strengthened and now includes leaving conversations and a leavers survey. Managers are encouraged to understand our people's reasons for leaving, gather feedback for how their service area can improve, and celebrate what the employee has achieved during their time with us. We will continue to monitor qualitative leavers survey comments for any specific barriers or issues being raised by leavers in relation to protected characteristics.

5.6. Apprenticeship And Graduate Schemes

- During 2022/23 we had a total of 10 graduates employed as part of our graduate programme.
- Since the last report, 3 graduates left the programme as they have now secured permanent roles within the Council.
- There was no new intake of apprentices for 2022/23. Of the original 12 apprentices, 6 care leavers remain with us, one care leaver left the programme and another apprentice gained permanent employment with us. All are aged under 30.
- In addition, there were 73 of our people undertaking apprentice qualifications during this period.

5.7. Employee Relation cases

During 2022-2023 there were 422 employee relation cases relating to formal performance management (14), discipline (40), grievance (19) and absence management (349). This accounts for 12% of our workforce. The cases have been analysed in relation to protected characteristics. We looked at the four key areas and the following are the findings:

Performance Management

- 71% of our performance management cases were women. This is slightly higher when compared to the sex split of the workforce with men.
- 35% of these declared a disability.

- 7% identified as being from an ethnic minority background.
- The age groups 51 – 60 account for 43% of all performance management cases.

Discipline

- Based on our workforce profile, men were more likely to be subject to the disciplinary process (55%). This is lower than last year when it was 67%. This has been analysed further by our Employee Relations team and there is no rationale as to why men accounted for more disciplinary cases.
- The age group 51 – 55 accounted for 37% of overall disciplinary cases.
- Of those employees that declared a disability (17%), none of disciplinary cases were as a direct result of an employee's disability.

Attendance Management

- Around 52% of employees between the age groups 51- 55, 56 - 60 and 61 – 65+ account for people within the attendance management process. This is a decrease of 4% from last year.
- Approximately 13% employees declared a disability. This is higher than the overall headcount of disabled employees at 8% and is 1% higher than last year.

Grievances

- 52% of grievances were submitted by female staff.
- 21% of all grievances were made by disabled staff.
- 5% were accounted for staff from an ethnic minority.
- 5% of staff identified as lesbian or gay.
- The age groups 31 – 35 and 51 – 55 accounted for 42% of all grievances.
- One grievance related to a person's hidden disability which was later withdrawn by the employee.
- The data/numbers held in respect of reported cases of bullying and harassment is too small upon which to draw statistically significant inferences. However, the Council will continue to take any report of bullying and harassment very seriously and will take action as appropriate. Any discrimination or bullying and harassment on the basis of a protected characteristic will not be tolerated.

5.8. Final Comments and Next Steps

In conclusion, our workforce demographic has remained consistent over the last three years. We know where the gaps are, and this report and associated action plan (Appendix One) will contribute to the further development of the Council's workforce plans which support our wider people strategy. This will ensure that we have a diverse, engaged, and skilled workforce who deliver outcomes for Wirral residents and are representative of the communities that we serve.

Appendix One: Equality Improvement: Summary action plan

Action Plan 2023 to 2025

Action	Target date	Owner
To develop and introduce a Talent strategy and action plan which supports the wider council people strategy and takes due regard to the workforce equality data and targets. Key themes will include talent attraction, development and retention.	Summer 2023	Talent and Resourcing
Develop a Workforce Inclusion Strategy based on the outcome of the published People Strategy and emerging Council Corporate Equality Plan.	April 2024	Learning & Inclusion
To deliver a Race Equality training programme with our partners in the Liverpool City Region.	April 2025	Learning & Inclusion
Review and report on the Employee survey results summer 2023 against captured protected characteristics and identify trends and improvement areas.	April 2024	Learning & Inclusion
In support of our Talent Strategy, strengthen our approach to workforce planning to address the challenges of an aging workforce, hard to fill roles, skills gaps, improving diversity and supports inclusive talent progression within the Council.	April 2025	HR and OD
Continue to strengthen our engagement approaches with our inclusion forum and staff network groups via co-design and development.	Ongoing	Learning & Inclusion
Implement specific learning programmes for Managers to reduce unconscious bias and promote the value of good ED&I practices.	April 2024	Learning & Inclusion

Appendix Two : Equality Improvement: Summary action plan Equal Pay Statement

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

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

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

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

The Pay Policy for The Pay Policy is reviewed annually and approved by Council. The Pay Policy for 2022/23 was presented to Policy and Resources Committee on 15 February 2023 and Full Council on 20 March 2023. Wirral Council is a Foundation Living Wage Employer and with effect from 1 April 2023 we will pay the revised national Living Wage of £10.90 per hour.

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

2. Appendix Three: Workforce Profile: Gender pay gap reporting – 31 March 2023

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

What is a gender pay gap?

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

Just because there is a gender pay gap does not make it unlawful. Having a gender pay gap does not mean the council is discriminating against women. A gender pay gap is not solely the result of pay practices. It is about much broader influences. Gender pay gaps are the outcome of economic, cultural, societal and educational factors.

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

Reporting Requirements

The report is in relation to a snapshot of the workforce in scope as at 31st March 2023 in line with the legislative reporting requirements. The scope of the council's report includes all employees (excluding schools) who are in receipt of base pay and allowances at this date.

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

Appendix Four: references list

- Census 2021
- [Sexual orientation, UK - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk)
- Wirral Intelligence hub