

# Gender Pay Gap Report 2023

City of Wolverhampton Council

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## Introduction

### Pay gap reporting at City of Wolverhampton Council

Gender pay gap reporting was introduced as a statutory requirement in 2017 and all employers with 250 or more employees are required to publish mean and median gender pay gaps in addition to details on the gender profile of the workforce by pay quartile. City of Wolverhampton Council (CWC) has been producing a gender pay gap report since 2015, which has enabled the introduction of measures to reduce the mean gender pay gap from 9.43% to 2.99%.

Due to the success of actions taken to reduce the gender pay gap, CWC began reporting on the ethnicity pay gap in 2020 despite there being no statutory requirement to do so. In addition to this, CWC have also started to analyse and monitor the pay of employees from other minority groups, including employees who have confirmed they have a disability or employees who are LGB+.

This report focuses on the statutory gender pay gap, and responds to the statutory duty to publish the following details on an annual basis:

- The mean gender pay gap
- The median gender pay gap
- The mean bonus gender pay gap\*
- The median bonus gender pay gap\*
- The proportion of males and females receiving a bonus payment\*
- The proportion of males and females in each quartile band

*\*This is not applicable to City of Wolverhampton as there is no bonus scheme in place.*

For the purposes of our analysis our data consists of all full pay relevant CWC employees but excludes employees from maintained schools. Our data is correct as of the snapshot date of 31 March 2023.

The following report will also detail the identified pay patterns and measures taken so far alongside proposed further actions.

### Pay gap report dataset

As cited in the requirements of gender pay gap reporting, only employees who are considered full-pay relevant are included in the analysis. Any employee who is not paid their usual full basic salary during the pay period considered (i.e. those on maternity, paternity, adoption or parental leave or sick leave resulting in amended pay or is paid less than their basic salary for reasons other than leave) are excluded from pay gap analysis. In addition to this group, any employee who left the workforce prior to the snapshot date and all agency employees are also excluded.

CWC employed a workforce of 4673 people throughout the financial year of 2022-2023 of whom 3647 remained employed and full-pay relevant as of the snapshot date of 31 March 2023. Those employed by schools were also excluded. The workforce increased in size by 151 people in total from the previous year, with an increase in the number included in the pay gap analysis of 88 employees from 3559 in 2021-2022.

For the purpose of highlighting workforce trends and patterns across the financial year of 2022-2023, an additional full dataset of all those employed during this time has been used throughout the report and is labelled accordingly. This includes analysis of starters and leavers over the year who may not have been included in the pay gap dataset, but where these exclusions may have impacted on the change in pay gap detailed from the previous year and therefore help us to understand where changes may have arisen.

### Gender pay gap versus Equal pay - What is the difference?

It is important to note that whilst both gender pay and equal pay deal with the disparity of pay women receive in the workplace the two are different:

- Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010. It is unlawful to pay employees unequally based on their gender.
- The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.

## Gender pay gap report 2022-2023

CWC's workforce covers a diverse range of service areas rather than a single sector. Grades for each role vary based on level of responsibility and there is a wide range of salary scales to reflect this.

### Gender profile at City of Wolverhampton Council

There has been a gradual but consistent increase in the percentage of the full CWC workforce who are male in recent years, from 30.2% in 2019-2020 to 31.6% in 2022-2023.

Gender	Workforce 2019-20		Workforce 2020-21		Workforce 2021-22		Workforce 2022-23		Change (% point)
Male	1271	30.2%	1336	30.7%	1409	31.2%	1479	31.6%	+1.4
Female	2937	69.8%	3011	69.3%	3113	68.8%	3194	68.3%	-1.5
Total	4208		4347		4522		4673		

*Table.1 Full City of Wolverhampton Council workforce by gender and full financial year*

The full pay relevant workforce included for the purpose of pay gap reporting was comprised of 67.73% female and 32.27% male employees on the snapshot date of 31 March 2023. This is smaller change than had been reported in previous years, but shows a continued increase in the percentage of male employees from 32.14% in 2021-2022.

Gender	Pay gap report 2020		Pay gap report 2021		Pay gap report 2022		Pay gap report 2023		Change (% point)
Male	1190	30.9%	1141	31.0%	1144	32.14%	1177	32.27%	+1.37
Female	2664	69.1%	2537	69.0%	2415	67.86%	2470	67.73%	-1.37
Total	3854		3678		3559		3647		

*Table.2 Full pay relevant workforce included in pay gap reports by gender and snapshot date*

The increase in the male percentage of the workforce in recent years can partially be explained by both recruitment and turnover trends, male employees have consistently made up a higher percentage of all new starters than of leavers (Table.3).

Gender	2020-2021		2021-2022		2022-2023	
	Starters	Leavers	Starters	Leavers	Starters	Leavers
Male	34.95%	34.43%	37.25%	30.42%	34.53%	34.29%
Female	65.05%	65.57%	62.75%	69.58%	65.47%	65.71%

*Table.3 Percentage of new starters and leavers by financial year and gender*

In addition to the full workforce profile changes, the full pay relevant workforce and excluded employees can also impact the profile of the workforce included in the gender pay gap analysis. For 2022-2023 a total of 492 employees were excluded from the analysis due to not receiving full pay during the snapshot pay period. Of these 366 (74.4%) were female and 126 (25.6%) were male. The remaining employees removed from the analysis were due to no longer being employed by the organisation at the snapshot date, or because they were not employed throughout the full year.

## Gender pay gap at City of Wolverhampton Council

### Median and Mean gender pay gap

To calculate the median gender pay gap, all pay amounts for employees of each gender are arranged from the lowest pay point to the highest, and then the 'middle' hourly rate is identified. The median gender pay gap between the two is then displayed as a percentage of the median male hourly rate.

In March 2020, the median gender pay gap reached 0.00% for the second time since reporting began, indicating that male and female employees were equally distributed in roles above or below the overall median hourly rate of £13.64 at the time. Since then the median gender pay gap has been increasing each year, reaching 6.51% in March 2023, which is above the median gender pay gap reported in the first reporting year of 2015.

Between March 2022 and March 2023 all employees with contracts set by NJC terms and conditions were awarded a pay increase of an identical amount which did not vary by current salary amount. This was a change in approach to local government pay awards from previous years where pay awards had been set as a percentage of current pay and so varied between employees on different pay scales. The result of this for the period ending in March 2023 is that the overall median hourly rate for all employees has increased by £1.77 per hour, with a higher percentage increase (12.4%) than recorded in any previous year since pay gap reporting began.

Group	Pay gap report 2021	Pay gap report 2022	Pay gap report 2023	Change since 2022
Male	£14.11	£14.43	£16.60	+\$2.17 ↑ 15%
Female	£14.02	£14.26	£15.52	+\$1.26 ↑ 8.8%
All employees	£14.02	£14.26	£16.03	+\$1.77 ↑ 12.4%
Median Pay gap	0.64%	1.18%	6.51%	

Table.4 Median hourly pay by gender and median gender pay gap at CWC from 2021-2023

Another change evident in the 2023 calculations is that the overall median hourly rate of £16.03 has risen above the NJC pay point at the top of a pay grade 5 (£15.26 per hour), where it has consistently been in previous years. While the median hourly rate of male employees was previously above this pay point (top of grade 5), the median rate for female employees has now also risen above this. However there has been a larger increase for male employees since 2022, therefore increasing the median pay gap.

For 2023 the median hourly rate for male employees now reflects the pay point at the bottom of an NJC grade 6, which indicates that there are now more male employees earning above the usual median of the top of a grade 5 than below it. The median hourly rate for female employees has also risen above the top of a grade 5 but remains below the bottom of a grade 6. This is due to a small number of female employees contracted to positions at the top of pay grade 5 (£15.26) who had received additional role related allowances (e.g call out and shift allowances) increasing their hourly rate for the period to £15.52. This suggests that the main reason for the increase in the median gender pay gap in 2023 is due to the increase in the proportion of male employees contracted to roles at pay grades 6 and above.

Group	Below median		Above median		Difference	
	Total	Percentage	Total	Percentage	Total	Percentage
Male	561	47.66%	616	52.34%	+55	+4.68
Female	1262	51.09%	1208	48.91%	-54	-2.18
All employees	1823	49.99%	1824	50.01%	N/A	N/A

Table.5 Total number and percentage of employees earning above or below the median hourly rate by gender March 2023

In March 2023, there were 55 more male employees earning above the overall median than below, and 54 fewer female employees earning above the overall median than below. The increase in the number of male employees in the workforce, and particularly in those roles paid at an NJC pay grade 6 and above is the main cause of the increase in the median gender pay gap since 2022.

For 2023, the median gender pay gap is 6.51%, indicating that the 'typical' male employee in the middle of the (male) pay scale earns 6.51% more (at £16.60 per hour) than the 'typical' female employee in the middle of the (female) pay scale (at £15.52

per hour) – a difference of £1.08 per hour.

The **mean** gender pay gap shows the difference between the average pay of female employees compared to male employees. The difference between the two average hourly pay amounts is calculated as a percentage of the male average. Where the pay gap is a negative (-) figure, this indicates that the male average pay is less than the female average pay. Where the pay gap is a positive figure, this indicates the female average pay is lower than the male average pay.

The mean gender pay gap has also been impacted by the pay award from April 2022, with a positive impact of reducing the mean gender pay gap by the largest amount since 2018-2019.

Group	Pay gap report 2021	Pay gap report 2022	Pay gap report 2023	Change since 2022
Male	£16.32	£16.75	£18.06	+£1.31 ↑ 7.8%
Female	£15.66	£16.08	£17.52	+£1.44 ↑ 9.0%
All employees	£15.87	£16.29	£17.69	+£1.40 ↑ 8.6%
Pay gap	4.04%	4.00%	2.99%	

Table.4 Mean hourly pay by gender and mean gender pay gap at CWC from 2021-2023

This occurs because although the monetary value of the difference between one pay point and another is identical across all levels of the pay scale, this difference makes up a higher percentage of pay for those in lower pay grades than for higher pay grades. For example, for employees earning at the top of a grade 7 (upper pay quartile) the pay award represented a 4.52% increase. For employees earning at the top of grade 3 (lower pay quartile) the same amount represented a 9.60% increase.

For 2023 the mean gender pay gap was 2.99%, indicating that on average male employees earn 2.99% more than female employees, and that female employees earn an average of 97p per hour for every £1 earned by male employees (3p less – in 2021/22 this was a difference of 4p per hour).

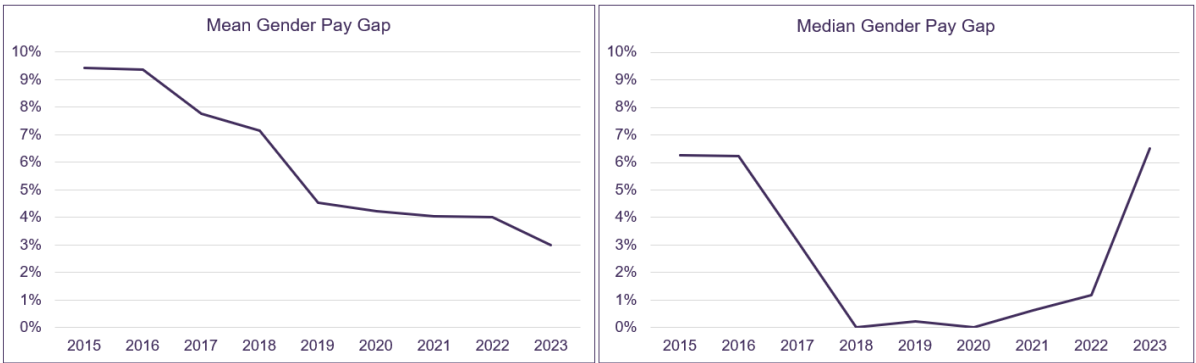


Fig.1 Mean and Median gender pay gap change from 2015-2023



Pay Quartiles

Quartile pay bands divide the workforce into four equally sized groups and are used to show the distribution of employees from different groups across the pay scale. This allows an overview of where the concentration of employees for each gender varies most. The national reportable quartile labels for gender pay gap reporting are used here and are lower quartile, lower middle quartile, upper middle quartile, and upper quartile.

It is important to understand that where there is a negative (-) figure in the data below, this will indicate that women are paid more than men for that group. A positive figure indicates that men are paid more than women.

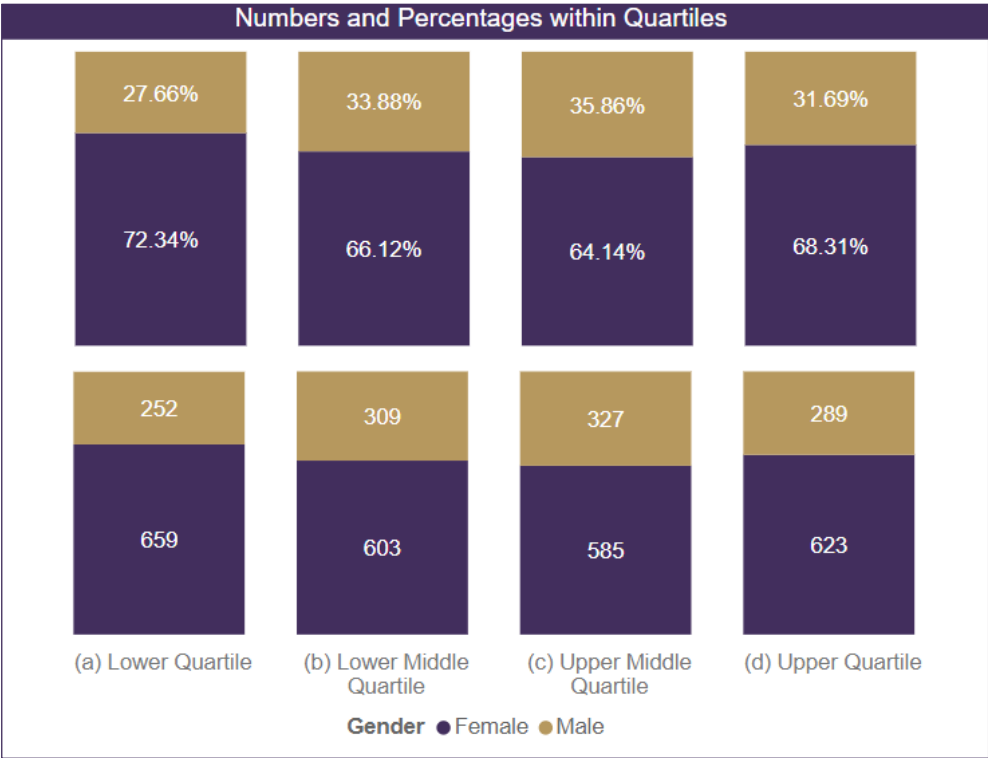


Fig.2 Distribution of employees across quartile pay bands

The chart above shows the distribution of male employees and female employees in the four pay quartiles and highlights that male employees are represented in greater numbers above the median (upper two pay quartiles combined) than below the median (lower two pay quartiles combined). This employee gender distribution between the upper and lower paid half of the workforce is responsible for the median gender pay gap. The quartile with the lowest proportion of female employees is the upper middle pay quartile, but the highest (upper) quartile has more female employees.

This partially explains how the median pay gap can increase while the mean decreases within the same year. It is the distribution of employees between the lower and upper middle quartile who have the largest impact on the median pay gap, but the higher percentage of female employees in the highest (upper) pay quartile than the upper middle quartile counteracts this by raising the overall mean pay of female employees. Pay changes within this group (upper pay quartile) do not impact

the median.

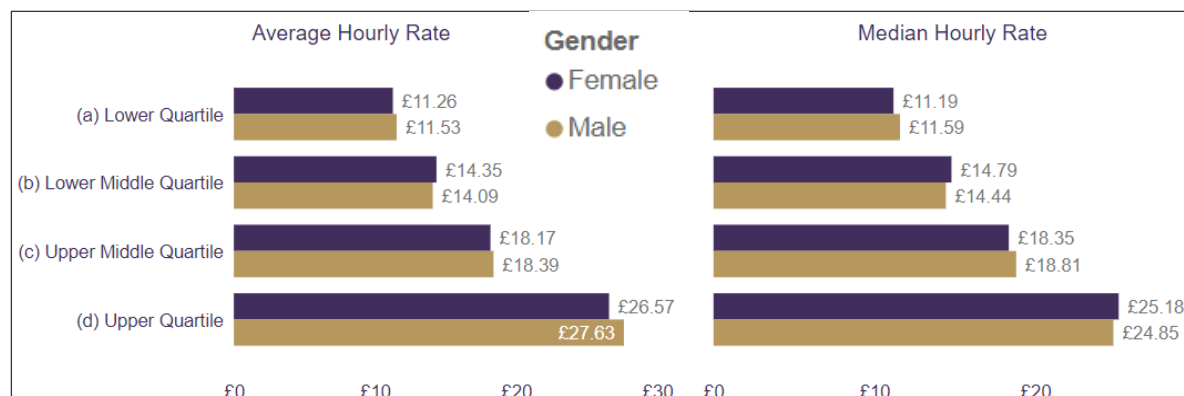


Fig.3 Average (mean) and median hourly rate by pay quartile and gender

The pay of employees within each pay quartile can also impact the mean pay gap.

Total Workforce 3,647	Approximate pay grades	Male 1177 (32.27%)		Female 2470 (67.73%)		Mean Pay gap
Lower Quartile	App-GR04	252	27.66%	659	72.34%	2.34%
Lower Middle Quartile	GR04-GR05	309	33.88%	603	66.12%	-1.85%
Upper Middle Quartile	GR06-GR07	327	35.86%	585	64.14%	1.20%
Upper Quartile	GR07+	289	31.69%	623	68.31%	3.84%

Table.5 Distribution of employees across quartile pay bands including mean pay gap by gender

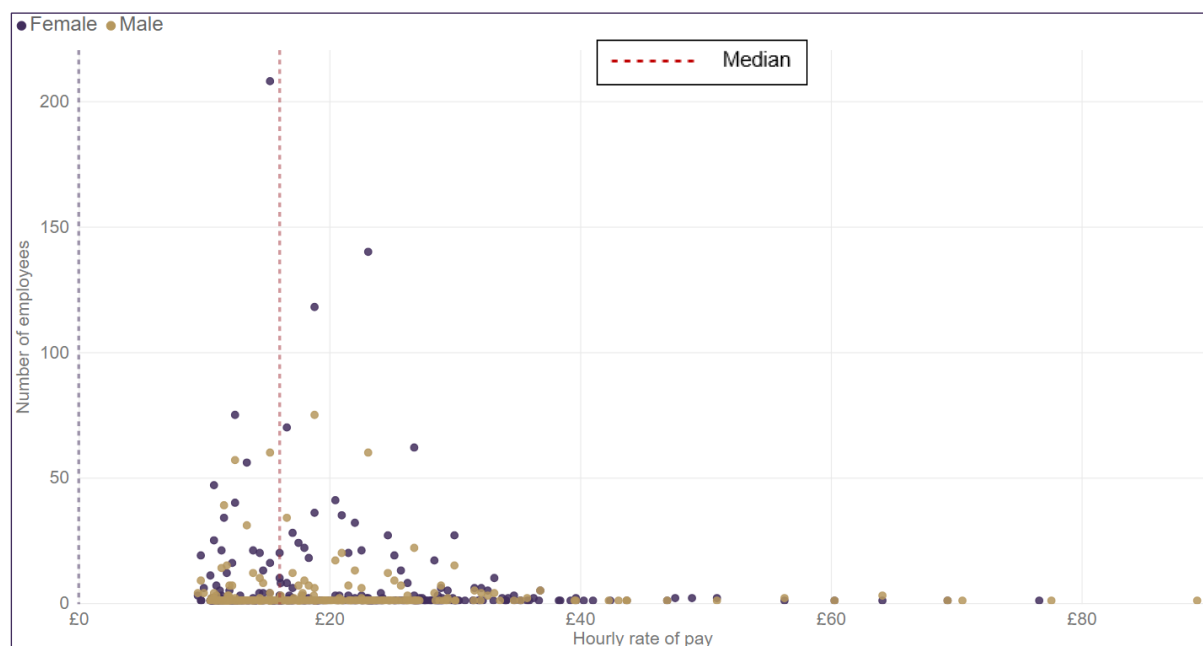
The largest mean pay gap is present in the highest (upper) pay quartile.

The lower middle pay quartile is the only quartile with a negative pay gap, showing that female employees within this pay quartile earn more on average than male employees within this pay quartile. This is consistent with trends reported in the previous year (2022).

The negative pay gap within the lower middle pay quartile implies that more of the female employees within this quartile earn an hourly rate closer to the median pay of the top of grade 5. If female employees within this pay bracket progress, they are more likely to progress into the grade 6 and above pay bracket over time, which would result in an increase to the median pay of female employees. This change would be subject to progression opportunities available to this group and may not occur if employee turnover amongst those at a grade 5 remains higher than amongst other pay grades.

Since 2022 the mean pay gap has decreased in the upper middle quartile from 2.14% to 1.20%. This could be due to those new male employees within the GR6 and above bracket starting positions at the bottom of the grade (GR6).

## Hourly pay distribution



*Fig.4 Distribution of employees across the pay scale by hourly rate and gender*

Figure 4 shows the distribution of employees above and below the median hourly rate. As there is a much broader range of salaries in the group earning above the median (as indicated by the positioning of the red median line towards the left of the chart), this allows more opportunity for a small number of employees to impact the mean hourly rate without influencing the median hourly rate.

### Full time vs part time gender pay gap

In addition to the requirements to report on the mean and median gender pay gap, further analysis has been provided on the impact of working hours on the pay gap for individuals who work full time or part time.

Of a total of 3647 employees (relevant workforce profile figure), there were 2445 full-time employees, and 1202 part-time employees. Whilst female employees make up a larger proportion of the workforce as a whole, and of both full-time and part-time workers, the difference in the male:female ratio is much more significant for part-time employees, as evidenced in the table below:

Contract type	Female		Male		Female : Male ratio
Part-time	1013	84.28%	189	15.72%	5.4 : 1
Full-time	1457	59.59%	988	40.41%	1.5 : 1

*Table.6 The number and percentage of male and female employees with part time and full time contracts*

Whilst the overall gender pay gap for all employees continues to show that male employees earn on average more than female employees, this varies when analysing the pay of either full-time employees only, or part-time employees only.

	All employees	Male	Female	Gender Pay gap
Median hourly rate (part-time)	£12.47	£12.24	£12.47	-1.88%
Median hourly rate (full-time)	£17.58	£17.06	£18.35	-7.56
Mean hourly rate (part-time)	£14.83	£14.88	£14.82	0.40%
Mean hourly rate (full-time)	£19.10	£18.67	£19.39	-3.86%

Table.7 The mean and median hourly rate for male and female full-time and part-time employees and gender pay gap

This suggests that the low proportion of male employees within the part-time workforce may be one explanation for the persistent pay gap. Employees in the part-time workforce are more likely to be in the lowest pay quartile based on hourly rate, regardless of gender. However, female employees make up 83.33% of this lowest quartile group in part-time positions, and 84.28% of the part-time workforce overall.

### Full-time analysis

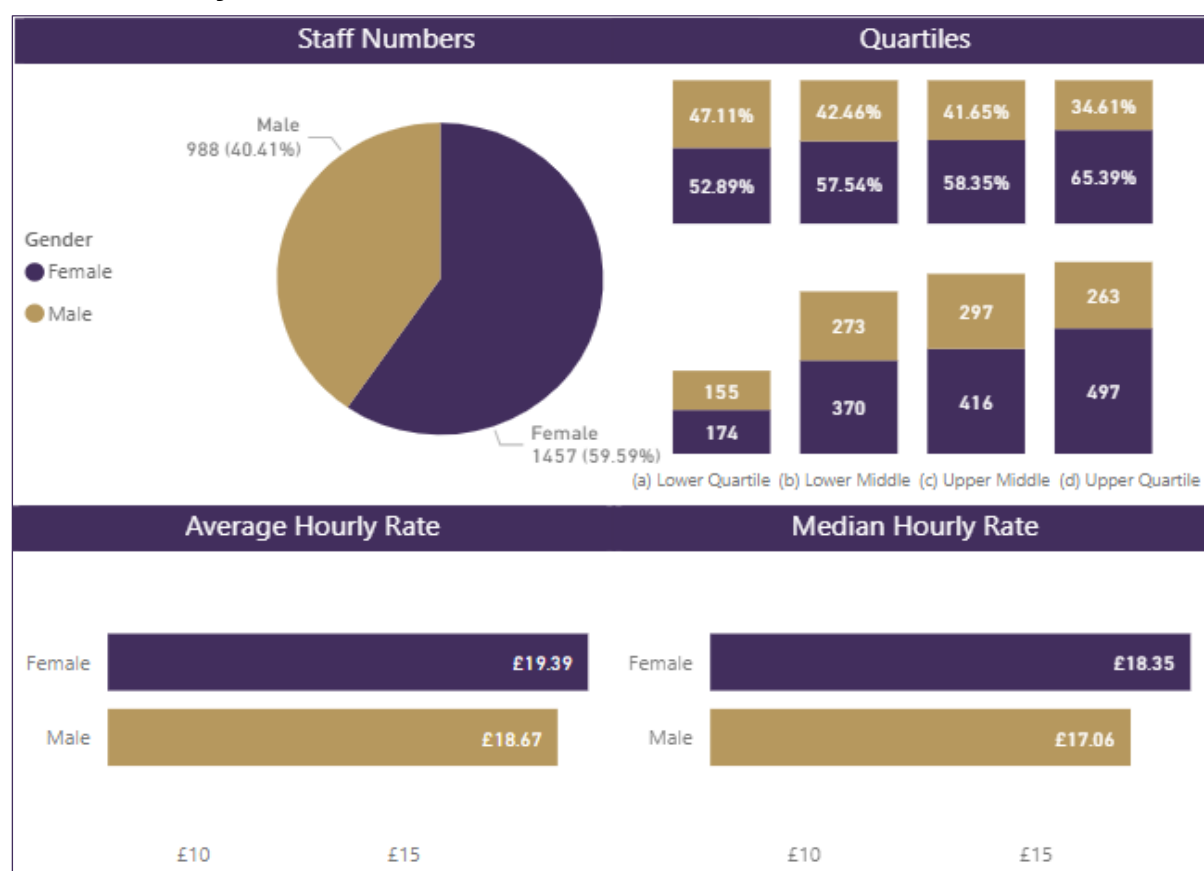


Fig.5 The number and percentage of male and female full-time employees overall and within each pay quartile. The mean and median hourly rate of male and female full time employees

When it comes to the full-time workforce female employees are paid an average hourly rate of £19.39, whilst men are paid an average of £18.67. This is a difference of £0.72, slightly higher than the difference in the previous year of £0.60. Female employees working full-time earn more than their male colleagues and for full-time employees only there is a mean gender pay gap of -3.86%

The median hourly earnings of full-time, female employees is £18.35, which is £1.29 per hour higher than the median male full-time hourly rate of £17.06. For full-time employees the median gender pay gap is -7.56%.

Part-time analysis

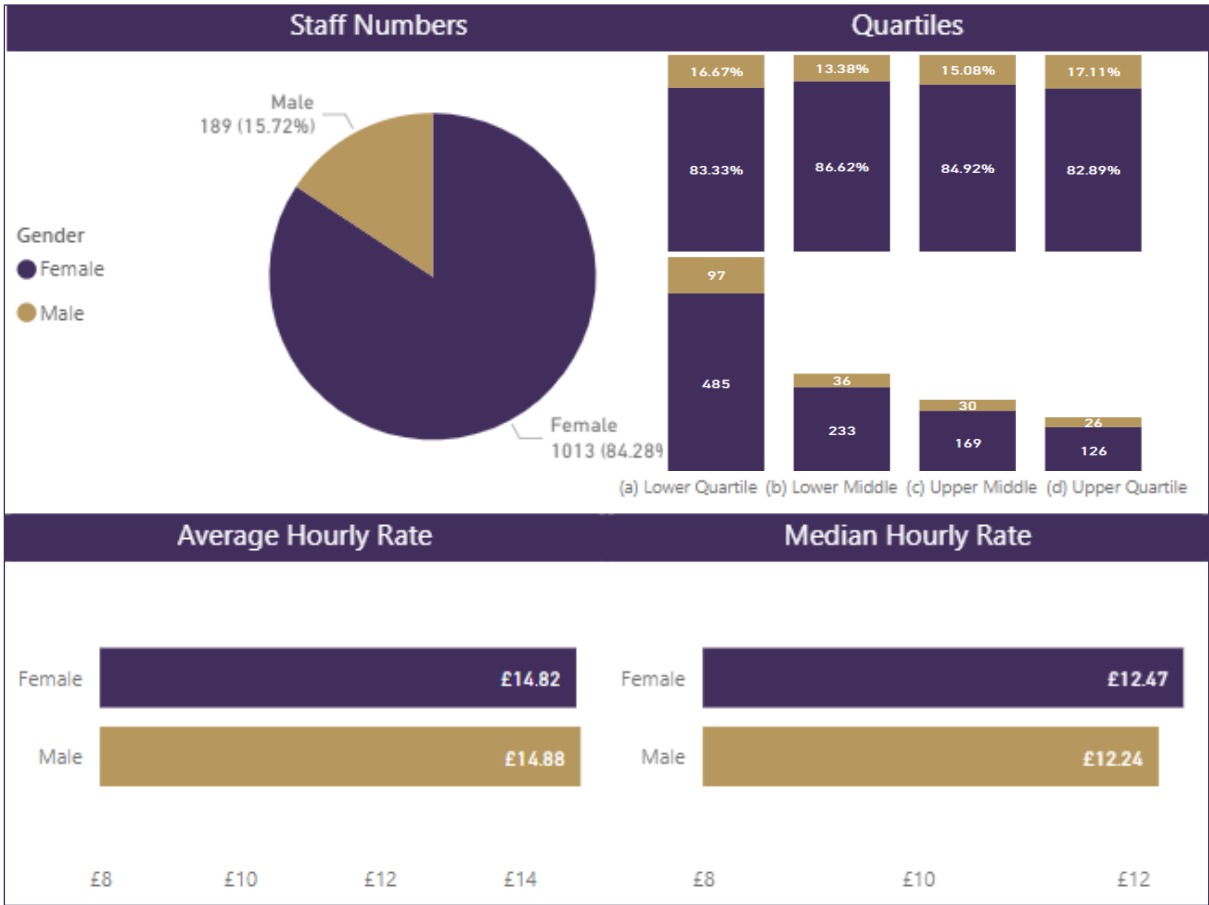


Fig.6 The number and percentage of male and female part-time employees overall and within each pay quartile. The mean and median hourly rate of male and female part-time employees

The gender pay gap for part-time employees is noticeably smaller than the gap between full-time employees. Proportionately, female employees make up more of the part-time workforce at 84.28% (a decrease from the previous year of 85.6%), than of the workforce as a whole (67.73%), or of full-time employees (59.59%).

With an average hourly rate of £14.82, female part-time employees earn 6p per hour less than male part-time employees at £14.88 per hour. This is in contrast to the previous two years when female part-time employees earned more than male part-time employees. There is a mean gender pay gap of 0.40% within the part-time

workforce, compared to negative pay gaps in previous years. The pay gap within this group, combined with the significantly higher proportion of female employees in the part-time workforce enables the gender pay gap to continue despite the negative gender pay gap between full-time employees. The large percentage of female employees within the (lower paid) part-time workforce enables the overall mean pay of female employees to decrease to below that of male employees.

The median pay for female employees in the part-time workforce is £12.47 per hour, which is 23p more than male employees in this group (£12.24), giving a median gender pay gap for part-time employees of -1.88% in 2023. Although this continues to be a negative median pay gap (where female employees earn more than male employees), the size of the negative gap has decreased from -5.17% in 2022. This is related to the increase in the overall male median pay, which has contributed to closing the median pay gap between part-time employees. This tells us that the cause of the overall increase in the median pay gap is not limited to full-time workers only, and that there has been an increase in part-time roles amongst the male workforce earning above the grade 5 equivalent. Roles with high numbers of part-time employees generally have a lower associated hourly rate than full time roles, so any increase in the number of part-time roles paid at an amount above the overall median suggests a small change in this trend.

### Factors influencing the gender pay gap

There are several factors that can have an impact on the gender pay gap, some of which can be addressed through the actions of the organisation, however there are others for which any internal changes are likely to require long-term implementation before any impact on the pay gap is seen. There are also a number of external factors that influence and impact the pay gap that are outside of the Council's control or the Council has limited influence over, such as nationally agreed pay awards and socio-economic factors.

The mean gender pay gap at CWC has consistently decreased since the start of reporting in 2015, with a similar pattern shown in the median pay gap until the increases seen in the most recent 3 years.

The mean pay gap of 2.99% illustrates a sudden increase in the rate at which the gender pay gap is narrowing, which is most likely due to the pay award implemented from April 2022 enabling a higher percentage pay increase for those in lower paid roles than for those in higher paid roles. Remaining factors contributing to the pay gap include:

- New starters, their gender and pay
- Promotions of existing employees and their gender, in addition to the timing of incremental pay increases
- Leavers during the year being reported
- Variations in the profile of employees excluded from the pay gap analysis due to various types of leave during the year

- Transfers of employees to external organisations (i.e. TUPE transfers) and role / pay evaluations relating to positions held by multiple employees
- National and historical patterns relating to particular job types whereby post-holders and applicants are likely to be mostly of the same gender
- External influences on career choices and opportunities prior to seeking employment at the organisation
- National recruitment and retention issues
- The trend of positions with lower hourly rates being more likely to have part-time contracts attached, combined with the national and historical trend of part-time roles being more likely to be held by female employees

## Starters

New starters in the workforce across the year impact the pay gap, and this possibility was higher in 2023 because of an increased number of new starters compared to previous years. Those new to the organisation within the year made up 12.52% of the full workforce at the end of 2023.

The pay of new starters by gender is partly responsible for the increase in the median gender pay gap, due to male new starters being more likely than female new starters to start in roles above the top of a grade 5 equivalent.

Gender	Total	% of starters	Up to and including top of GR5		Above top of GR5	
Male	202	34.53%	111	54.95%	91	45.05%
Female	383	65.47%	237	61.88%	146	38.12%
Total	585	100.00%	348	59.49%	237	40.51%

*Table.8 The total number and percentage of new starters in roles up to vs above a GR5 by gender*

## Leavers

A higher proportion of new starters earned above the top of a grade 5 than leavers, contributing to the increase in the proportion of employees earning above the previous years' median hourly rate. Although this is true for both genders, it has made a bigger impact on the median hourly rate of male employees due to their being fewer male employees overall a smaller change in headcount by pay grade is needed to increase the median pay point.

Gender	Total	% of leavers	Up to and including top of GR5		Above top of GR5	
Male	167	34.29%	102	61.08%	65	38.92%
Female	320	65.71%	211	65.94%	109	34.06%
Total	487	100.00%	313	64.27%	174	35.73%

Table.9 The total number and percentage of leavers in roles up to vs above a GR5 by gender

## Promotions

The median pay gap can be influenced by pay changes for any employee, only when the pay of an employee moves from one side of the overall median to the other. The table below shows that a higher percentage of promotions for female employees involved roles paid at levels above the overall median than for male employees. However, this does not result in increased median pay for female employees due to more of these promotions relating to those who were already in roles at grade 6 and above in the previous year, as these do not impact the median.

Gender	Total	% of promotions	Up to and including top of GR6		Above top of GR6	
Male	119	36.39%	91	76.47%	28	23.53%
Female	208	63.61%	130	62.5%	78	37.5%
Total	327	100.00%	221	67.58%	106	32.42%

Table.10 The total number and percentage of promotions into roles up to vs above a GR5 by gender

Those promoted into positions only slightly above the median (top of grade 5) are most likely to increase the average pay as these are the employees who are most likely to have been paid below the median in the previous year. Employees promoted into grade 6 roles make up 15.97% of male promotions and a similar amount (16.83%) of female promotions. Although this is a higher proportion of female promotions it is not enough (at 35 employees in total) to offset the high number of female new starters at below a grade 5. As male employees are a smaller group overall, the total of 19 who were promoted into a grade 6 role is high enough to have moved the median, which represents a single employee.

## National and regional gender pay gap profile

Below is a comparison of the CWC's gender pay gap for 2023 to the gender pay gap of similarly sized local authorities in the region for 2022. The pay gap for 2022 has been used for other local authorities as the pay gap for 2023 has not yet been published and so is not available for comparison.

Local Authority	Mean 2022	Wolverhampton 2023 comparison (2.99%)
Coventry	-0.1%	+3.09
Sandwell	0.6%	+2.39
Wolverhampton (2023)	2.99%	
Birmingham	3.1%	-0.11
Wolverhampton (2022)	4.0%	
Walsall	4.5%	-1.51
Dudley	6.5%	-3.51
Solihull	13.8%	-10.8



*Table.11 The mean pay gap reported by regional local authorities in the previous reporting year compared to the mean pay gap at City of Wolverhampton Council for the current reporting year*

Local Authority	Median 2022	Wolverhampton 2023 comparison (6.51%)
Coventry	-2.5%	+9.01
Walsall	1.1%	+5.41
Wolverhampton (2022)	1.2%	
Sandwell	3.3%	+3.21
Birmingham	4.4%	+2.11
Wolverhampton (2023)	6.5%	
Dudley	12.7%	-6.19
Solihull	19.2%	-12.69

*Table.12 The median pay gap reported by regional local authorities in the previous reporting year compared to the median pay gap at City of Wolverhampton Council for the current reporting year*

	National (ONS) 2023	Wolverhampton 2023	Difference
Mean pay gap	13.2%	2.99%	-10.21
Median pay gap	14.3%	6.51%	-7.79

*Table.13 National mean and median gender pay gap and CWC mean and median gender pay gap*

City of Wolverhampton Council will need to continue to review and monitor its performance to ensure we can minimise the gender pay gap. However, in comparison to the national gender pay gap profile our data for 2023 shows that our mean and median pay gap remain below what is reported nationally.

## Actions taken by City of Wolverhampton Council

### Job Evaluation

We continue to use the job evaluation panel for any changes in job descriptions to maintain the integrity of our single status model which was implemented to remove pay differentials for men and women doing comparable work. Our pay grades consist of a number of increments which employees will progress through annually until they reach the top of their grade.

### Diverse Panels

All recruitment panels must be ethnicity and gender diverse (as a minimum) and all panel members are trained in unconscious bias. The Recruitment and Selection diverse panel process was recently reviewed and recommendations for improvement made, including raising the profile of the diverse panel pool, updates to the recruitment and selection training provided to managers and the introduction of bespoke training for diverse panel members. These actions are being progressed.

Discipline, Grievance and Management of Attendance panels require diverse panels to be inclusive of gender and ethnicity ensuring decision panels are representative of as many protected characteristics as possible, reducing unconscious bias and supporting employees to feel represented during key employment decisions.

### **Recruitment and Information for job applicants**

Having reviewed the snapshot data over the years, we implemented anonymised application forms in 2018 with the potential of reducing gender bias.

Launch of external 'career' microsite (WVJobs) that informs potential candidates of the opportunities within the council. The WVJobs microsite includes information on benefits of working for the council, careers available, core HR policies for transparency and case studies from our diverse employees. The content of the information available helps to promote our core values and strengthens the equalities objectives of the council.

Senior management roles are being advertised more widely and in collaboration with local community organisations to attract a wide variety of applicants for vacancies.

### **Leadership**

We continue to have a strong commitment from the Strategic Executive Board (SEB) and senior managers who embed strategic leadership and accountability across the organisation.

### **Staff Equality Forums**

Four staff equality forums continue to meet monthly. The forums consist of: Gender, Maternity and Paternity; Race, Religion and Belief; Disability and Age and Rainbow. SEB members continue to attend as lead allies and also attend other forums to gain wider perspectives from members. Chairs and Vice Chairs of staff equality forums meet with external stakeholders on a quarterly basis to discuss issues that have been raised through the forums at a Corporate Equalities Steering Group meeting. Chairs and Vice Chairs also attend SEB meetings and are actively encouraged to challenge decisions and offer a broad range of perspectives which demonstrates our commitment to diversity and inclusion.

### **Gender Equality Action Plan**

The Equality, Diversity and Inclusion (EDI) team have implemented a Gender Equality Action Plan which include lead themes such as women's safety, policies and practices, education and culture and engagement. This will help support and further cultivate an organisation where policies and practices promote access to rewards, resources, opportunities and support regardless of gender. The EDI team organised an event called 'Women at the Top' (in 2022) which showcased senior members of staff and their career development pathway. The event was focused on recognising and celebrating the social, economic and cultural achievements of women in our workforce.

## **Safe Space**

Continuation of the provision of Safe Space for employees to raise any issues anonymously to 'SeeHearSpeakUp' – an external organisation, which should reduce any fears associated with raising concerns. The service will be promoted further at regular intervals using internal communication channels.

## **People Development and Experience**

The Council's training courses include 'No Offence – Gender and Maternity' and 'No Offence – Age and Menopause'. Further training initiatives such as; - Breaking Through and Aspire into Management have also been implemented. Alongside internal mentoring support for all protected characteristics

## **People Services / People Policy and procedure**

People Services (previously known as HR) revised operating model focuses on four key areas to support key organisation deliverables;

- Recruitment and Retention
- People Services Operations
- Policy and Strategy
- People Transformation

A number of new and/ or revisions to existing policies and guides have been introduced such as;

- Revision to the Bereavement Support guide which provides awareness on cultural differences during the funeral and bereavement process as well introducing five dedicated days per leave year specifically for bereavement (previously these were included within Time off for Dependents).

To support new ways of working a new Agile guide and Working hours policy has been implemented with an increase to 1 in 4 week flexi leave when accrued. .

- The Secondment and Acting up policy has also been revised with managers guide created to support CWC's drive for internal employee development and growth.

## **People Transformation Programme**

The people transformation programme launch - a 4 year programme of collaboratively work across council functions. The programme will focus on transforming our people offer, enabling the Council to deliver on key priorities, being inclusive and diverse and to drive employee development and retention whilst focusing on employee wellbeing.

4 workstreams:

- Our People Strategy
- Our People Deliver
- People Services Transformation
- Organisation Transformation

3 priorities:

- Management & Leadership Development - Growing our own
- Recruitment and Retention - an employer choice
- Wellbeing Strategy

### **Menopause Workplace Pledge and Menopause Friendly Member Accreditation**

To support our employees, the council has signed up to the Menopause Workplace Pledge. This means we have committed to the following:

- Recognising that menopause can be an issue in the workplace and women need our support
- Talking openly, positively and respectfully about the menopause
- Actively supporting and informing our employees affected by the menopause

People Services, People Development and Experience, Public Health and the Equality, Diversity and Inclusion team are working together to support the pledge. This includes a review of the current Menopause in the Workplace Guidance and promotion/re-launch of menopause information that managers can use to support their employees, alongside chatty cafés and provisions such as sanitary products and fans.

CWC are now a 'Menopause Friendly member' and work has commenced towards Menopause Friendly accreditation.

### **Mental Health Survey**

People Services and People Development and Experience launched a Mental Health Survey to the organisation. It focused on current support mechanisms, their effectiveness, improvements and alternative support mechanisms.

507 responses were received and the qualitative results were analysed. As a result of the survey, flexi leave has been increased to 1 out of 4 days. And work will continue on employee health and wellbeing as part of the People Transformation Programme. Engagement is taking place within the organisation to ensure the right support is provided to employees in the workplace.

### **Mandem meets**

The council is committed to supporting the workforce and those who may suffer with their mental health across the organisation, with a number of wellbeing and Equality, Diversity and Inclusion (EDI) initiatives alongside support available from the organisation's mental health champions.

As part of the EDI initiatives, the Council invited 'Mandem meets' an organisation that promotes breaking stigma around mens mental health to discuss and raise awareness of mental health and its impact in particular on males. This initiative which was well received and gave our male employees an opportunity to speak up within a safe environment and participate in support mechanisms outside of work.

### **Womens Health Survey**

The organisation has a commitment to ensure women feel listened to at work. A women's health survey went live in January with the aim of gathering data on issues affecting women, on binary, trans-men or intersex at work and any additional support required. Two surveys were launched to gain perspectives of both employees and managers. Data analysis of the responses have been undertaken and action plans created in collaboration with People Services and People Development and Experience focusing on key areas such as management and leadership training as part of the People Transformation programme.