

EQUALITIES ANNUAL REPORT 2023 INCLUDING PAY GAP REPORT

Executive Summary

This annual report seeks to inform the Executive of progress on the equality's agenda. It covers the period April 2022 to March 2023. It includes our annual Pay Gap report and introduction to a new Supporting Carers Policy.

The Equality Act 2010 brought together, harmonised and in some cases extended previous equality law. The aim of the legislation is to make it more consistent, clearer and easier to follow in order to make society fairer. The Act also sets out the Public Sector Equality Duty, which came into force on 5 April 2011. The Equality Duty ensures that all public bodies, including local authorities, play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.

The Equality Duty covers the following protected characteristics, age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Duty requires the Council to have 'due regard' to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- foster good relations between people who share a protected characteristic and people who do not share it.

Having 'due regard' means consciously thinking about the three aims of the Equality Duty as part of the process of decision making. This means that consideration of equality issues must influence the decisions reached by the Council, e.g. how it acts as an employer, how it develops, evaluates and reviews policies, how it designs, delivers and evaluates services and how it commissions and procures from others.

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require all employers with 250 or more employees to annually publish its Gender Pay Gap. In addition, the Council voluntarily publishes its ethnicity and disability pay gaps.

Woking Borough Council signed up to the Carers Confident bench-marking scheme in 2022. The scheme supports employers to build a positive and inclusive workplace for employees who are, or will become, carers and to make the most of the talents that carers can bring into the workplace.

A requirement of the framework is to have a Supporting Carers Policy This policy sets out our commitment to supporting carers and the support that we offer to combine work with care. The Policy was adopted in March 2023.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the report be received; and
- (ii) the Supporting Carers Policy be noted.

Reasons for Decision

Reason: To meet the requirement to report on annual progress on the equality agenda, report pay gap figures and present the Supporting Carers Policy.

The Executive has the authority to determine the recommendation(s) set out above.

- Background Papers:** [Corporate Equality Scheme](#)
Sustainability Impact Assessment
Equalities Impact Assessment
- Reporting Person:** Julie Fisher, Chief Executive
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- Date Published:** 5 July 2023

Equalities Annual Report 2023 including Pay Gap Report

1.0 Introduction

- 1.1 Woking Borough Council believes that the diversity of its population and workforce is one of its greatest strengths. Equality of opportunity and freedom from discrimination is a fundamental right and this Council has a duty to exercise leadership to promote this right. The Council intends to promote equality and prevent discrimination through its roles as service provider, employer and community leader.
- 1.2 The Council will follow best practice in all equality areas and work to:
 - eliminate unlawful discrimination, harassment and victimisation;
 - advance equality of opportunity between people who share protected characteristics and those who do not; and
 - foster good relations between people who share a protected characteristic and those who do not.
- 1.3 From April 2011 the Equality Act 2010 brought together all previous equality legislation and gave full protection to eight protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Some aspect of the legislation also covers marriage and civil partnership.
- 1.4 Success in mainstreaming equalities in the organisation is measured by The Equality Framework for Local Government, which was adopted by the authority in March 2009. The Framework is based on three levels of achievement, developing, achieving and excellent. The Council has been successfully verified by external assessment at 'Achieving' level.
- 1.5 What we seek for Woking is a vibrant, thriving community where all residents have the opportunity to fulfil their potential and where disadvantage and discrimination are challenged and rooted out. Essential to this is a modern and progressive workforce which ensures access to opportunities and the wellbeing of all employees enabling the Fit for the Future programme for the organisation to be delivered.

2.0 Progress

- 2.1 The Public Sector Equality Duty (specific duties) requires all public bodies to:
 - Annually publish information that shows how they have complied with the Equality Duty. This report forms part of this information.
 - Set equality objectives for the organisation. Overarching objectives have been developed which are relevant to each of the equality groups covered by the Equality Act. They relate back to the General Duty and are designed to ensure a holistic approach to tackling inequality and promoting equality through the organisation and Borough. (attached Appendix 1)
- 2.2 Meetings of the Equality & Wellbeing Working group are held quarterly. Membership includes representatives from services across the organisation, Unison and the CEO. A recruitment drive was successfully carried out for new members. Areas of focus have included hybrid working, cost of living crisis, Census update, policy development and updates and wellbeing of employees.
- 2.3 A programme of equality and wellbeing awareness took place over the year, including mental health, homophobia, gender equality, men's health and carers. This included information on ewokplus, webinars and face to face activities. Resilience work continues to be done with front-line teams, ensuring individuals and teams have the skills and knowledge to look after

Equalities Annual Report 2023 including Pay Gap Report

their own health and wellbeing, cope with of their work and that of their teams and ensure a healthy work-life balance.

- 2.4 Monthly health and wellbeing themes have also been highlighted on ewokplus, offering helpful advice and tips on how to look after yourself and effectively manage life and work. Topics have included general mental health, stress, anxiety, physical wellbeing and resilience. Following the training of another cohort of Mental Health First Aiders, the organisation now has 18 trained Mental Health First Aiders across the organisation. This service and the Employee Assistance Programme are promoted regularly.
- 2.5 The equality agenda has been successfully mainstreamed throughout the organisation and the Council's priority is to ensure accessible services are available to the vulnerable sections of the local communities. Achievements over the last year are highlighted in Appendix 2.
- 2.6 Equality monitoring figures are produced annually for employment, looking at areas such as workforce profile, appointments, training, promotion and discipline and grievance issues. These are broken down according to race, gender, disability, age, sexuality and religion and belief. These are detailed in Appendix 3. Census 2021 figures on local community profiles are now available and will enable the Council to ensure its workforce is reflective of the communities it services.

3.0 Pay Gap Report

- 3.1 From 6 April 2017 employers in Great Britain with more than 250 staff are required by law to publish annually its gender pay gap (mean and median averages) and the proportion of men and women in each quartile of the organisation's pay structure.
- 3.2 This year's report covers the 12 months up to 31st March 2023. The Mean Gender Pay Gap is the difference between average hourly earnings of men and women. The Council has a mean gender pay gap of 17.31% (16.37% for 2022). The Median Gender Pay Gap is the difference between the mid-point in the range of hourly earnings of men and women, when arranged from the highest to lowest. The Council, has a median gender pay gap of 18.26% (15.81% for 2022). The full report is detailed in Appendix 4.
- 3.3 The mean gender pay gap for the UK for 2022 was 14.9% according to the Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures (15.1% in 2021). Figures were not available for Local Government for 2022 but the mean gender pay gap was 5.1% in 2021 and the median gender pay gap was 3.3%.
- 3.4 The Council's Pay structure and policies ensure all employees are paid equally for the same or equivalent work, regardless of their sex or any other characteristic protected under the Equality Act 2010. The analysis shows that the Council has a significant gender pay gap. The overriding reason for this is the distribution of the workforce. The organisation is predominately female (63% female, 37% male) although the top 25% of employees, who are the highest paid, are predominately male (59% male, 41% female). The 25% of the lowest paid employees are predominately female (79% female, 21% male).
- 3.5 Across the UK as a whole, men are more likely than women to be in senior roles, especially very senior roles at the top of organisations. Generally, women are more likely than men to be in front-line roles at the lower end of the organisation. The Council's pay policy has focused on raising the level of pay for the lowest grades, to ensure that the roles are valued and paid the living wage, set by the Living Wage Foundation. The culture of the organisation has changed significantly under the new leadership and will continue to do so over the following years as the Fit for the Future agenda is delivered. This should impact positively on both the structure of the organisation and its pay gap.

Equalities Annual Report 2023 including Pay Gap Report

3.6 The Council also voluntarily reports its Ethnicity and Disability Pay Gaps. The mean ethnicity pay gap for 2023 is 14.5% (15.31% for 2022). The median ethnicity pay gap is 8.93% (9.42% for 2022). The mean disability pay gap for 2023 is 7.66% (3.88% - 2022) and the median disability pay gap is -1.59% (- 4.63% - 2022).

3.7 Woking Borough Council is committed to reducing its pay gaps. An Action Plan has been developed, covering 5 key areas, Pay and Performance, Recruitment and Promotion, Training and Development, Flexible and Part-time Working and General. Detailed in Appendix 5.

4.0 Supporting Carers Policy

4.1 The Council has always included Carers as part of its equality's agenda, acknowledging this is a group that has traditionally experienced disadvantage. 1 in 9 people now juggle work with caring for someone who is older, disabled or seriously ill. As the population ages carers are a growing reality in the workplace.

4.2 Without the right support, 1 in 6 carers give up work or reduce working hours to care. But many will be the most skilled and experienced employees, the 45-64 year olds at the peak of their careers. Building a positive and inclusive workplace for all employees, including the growing numbers who are, or will become carers, is both good employment practice and good business sense.

4.3 The benefits of supporting carers include:

- Retention of key staff (reduced recruitment and training costs)
- Resilience of staff (increased health, engagement and productivity and reduced stress, sick leave and absenteeism)
- Recruitment (and return) of talent to the workforce (improved competitiveness and performance)
- Results for the bottom line (including cost savings)

4.4 Woking Borough Council signed up to the Carers Confident bench-marking scheme in 2022. The scheme supports employers to build a positive and inclusive workplace for employees who are, or will become, carers and to make the most of the talents that carers can bring into the workplace. A requirement of the framework is to have a Supporting Carers Policy. This policy sets out the Council's commitment to supporting carers and the support that the Council offer to combine work with care (attached at Appendix 5).

4.5 Carer Confident has three levels designed to support an organisation throughout its journey towards building a positive and inclusive workplace for all employees who are, or who will become, carers:

- Level 1: Active in addressing carer support
- Level 2: Accomplished providing carer support.
- Level 3: Ambassador for carer support both internally and externally.

4.6 Each of these 3 levels is measured across the following 5 key criteria:

- Preparation – how are you enabling carers to identify and recognise themselves?
- Policy and guidance – how are you making your support for carers transparent?

Equalities Annual Report 2023 including Pay Gap Report

- Practical support – what practical provisions and arrangements are available for carers?
- Peer support – how are you connecting and engaging carers?
- Promoting support – how are you communicating carer support?

4.7 The Council will work through the 3 levels. An action plan has been developed to support in achieving the first level. The action plan is attached at Appendix 7.

5.0 Future Plans

5.1 Across the organisation a huge amount of work is done to address the needs of the most vulnerable sections of the local communities and the equalities agenda has successfully been mainstreamed into directorate plans. The organisation is embarking on major transformation as part of its Fit for the Future programme. This work will need to ensure the needs of the most vulnerable sections of our local communities continue to be supported although this may not necessarily be in the way it has traditionally been done. Partnership working with the statutory, voluntary and private sectors will become increasingly important.

5.2 In consultation with CLT the areas of focus for the next 12 months will include:

- Ensuring appropriate equalities consideration is given to service transformation under the Fit for the Future programme.
- Ensuring employees are supported through the transformation programme for the organisation, including appropriate communication and health and wellbeing support.
- Developing the Council's role as a local employer of choice, raise awareness about the employment opportunities available within the Council and ensure the workforce is reflective of the local communities the Council serves. This will include expanding the current work experience programme, covering local schools and colleges, especially amongst our less affluent communities.
- Ensuring the Council grows a modern and appropriately skilled workforce for the future, reviewing development opportunities and barriers to progression across the protected characteristics and utilising traineeships, internships and the Apprenticeship Levy.

6.0 Corporate Strategy

6.1 The equalities and well-being agenda ensures we meet our legal obligations under Equality legislation. Ensuring we have a healthy and flexible workforce which is able to meet the demands of service provision to some of the most vulnerable sections of our communities, including improving the health and wellbeing of all residents, reducing social inequality and engaging our communities. Strengthening partnership working is essential to this process, ensuring scarce resources are used to maximum effect and future sustainability ensured.

7.0 Implications

Finance and Risk

7.1 Equality work is mainstreamed into annual Directorate Plans and budgets allocated accordingly. This will be impacted by the current budget restrictions going forward. External funding is identified for specific projects as and when appropriate.

Equalities Annual Report 2023 including Pay Gap Report

- 7.2 The Fit for the Future Programme will transform the organisation from the way it has traditionally delivered services. This is an opportunity to ensure services to the most vulnerable are sustainable for the future.

Equalities and Human Resources

- 7.3 Equality and Wellbeing Training is provided through Surrey Learn, a partnership of all Surrey local authorities. Internal awareness campaigns and training take place throughout the year. A Member awareness session is held annually.
- 7.4 The Council will need to ensure appropriate support is put in place to help employees deal with the organisational transformation.

Legal

- 7.5 The report ensures the organisation meets its legislative requirements under equalities legislation, including the Public Sector Equality Duty and the Gender Pay Gap regulations. It also outlines annual progress on the equality and wellbeing agenda.

8.0 Engagement and Consultation

- 8.1 Major organisational transformation, narrowing equality gaps and improving the life chances of vulnerable groups in the Borough will require a pooling of evidence, resources and action planning. Working in partnership with the statutory, voluntary and community sectors will become essential to ensure long term sustainability. The Council will have to become smarter at engaging and involving communities of interest in decision making, service and workforce planning, particularly groups who may experience disadvantage and inequality.

REPORT ENDS

Equalities Annual Report 2023 including Pay Gap Report

Equality Objectives:

Overarching objectives that have been developed for the Council's Corporate Equality Scheme which are relevant to each of the nine equality groups covered by the Equality Act, relate back to the General Duty and are designed to ensure a holistic approach to tackling inequality and promoting equality through the organisation. The overarching objectives are to:

Tackle victimisation, harassment and discrimination

Take reasonable steps to ensure that residents, service users and employees are not unlawfully discriminated against and take appropriate action to prevent & tackle victimisation and harassment.

Improve access to services

Take reasonable steps to ensure that services are inclusive, responsive to risk, physically accessible and provided through the most efficient and effective channels available.

Close the gap in outcomes for citizens

Take reasonable steps to improve life chances for citizens by reducing outcome gaps that may exist within the Borough as well as those that may exist between the Borough and elsewhere.

Increase understanding and mutual respect between communities

Take reasonable steps to build stronger communities and promote good relations, both within and between communities.

Increase participation and engagement

Take reasonable steps to remove barriers that may exist to engagement and help residents (especially those who are under-represented) to participate in local decision making and influence local decisions.

Ensure equitable employment policies and practices

Provide equality of opportunity for all Council employees by ensuring all employment policies and practices, (concerning recruitment, retention, promotion, training and discipline), are designed to reflect and attract the communities that Woking serves.

Equality actions/achievements: 2022/23:

Cost of Living support and advice – a whole range of services and signposting was put in place by services across the organisation to support people through the cost of living crisis, including financial advice and support, benefits advice, energy support, access to support funds, warm hubs, food banks, support for families and children, elderly and disabled.

All Family services teams have received training in Equality and Diversity, supporting children and families who identify as LGBTQ+, Neurodiversity and Unconscious bias.

Support for children and families with SEND – specialist parenting, drop-in groups supported by National Autistic Society, Family Voice Surrey and Early Support, referrals for carer's assessments and young carers.

Children who qualify for Free Early Education for Two-year-olds (these children meet national criteria including low income/benefits, areas of deprivation etc) are contacted and supported to find a nursery places.

Family teams speak a range of languages including Arabic, Ukrainian, Russian, Dhari & Urdu and use translators where needed to support families understanding. Families encouraged to attend free accredited ESOL classes all year round at all levels and a creche is provided to support parents to attend.

Community centres offer a wide range of services and providers to suit the whole community, these include exercise class's, NHS services (Maternity, eye care), counselling services for both the young and old, parent groups including baby and toddlers.

Project 500 – working with women from ethnic minority communities to create health and wellbeing classes for the community, to be run by the community. 27 women's only sessions now take place on a regular basis across the Borough.

In partnership with Freedom Leisure successful securing funding to offer more wet chairs increasing and improving the access to our pools for people with disabilities.

Disability Sports Day – over 70 attendees.

Launched a weekly boxing club for Kingsmoor Park youth.

Expanded the universal youth offer at Knaphill and explored expanding the offer to Goldsworth Park and Byfleet.

Officers took part in a Police operation focused on identifying and dealing with modern slavery in nail bars. Premises inspected to ensure Health & Safety regs being adhered to – for employees and customers.

Environmental Health worked with Social Services, Housing Associations and other partner agencies on a number of occasions to assist vulnerable residents with bed bug infestations to ensure residents are provided with the right support and to ensure that those responsible take the right action to free the affected homes of bed bugs.

Business Liaison officers recently delivered events for the Queen's Diamond Jubilee as well as the 'National Moment of Reflection' event, which was widely promoted across the Council's media channels, as well as directly to all schools in the Borough.

Equalities Annual Report 2023 including Pay Gap Report

'Inspiring the Future Workforce' - Liaison with education providers in the Borough resulted in promotion of work experience opportunities to the business community. This work involved all secondary schools and sixth-form providers in the Borough.

Bishop David Brown School STEM day in which officers arranged for local businesses to participate, to ensure that all pupils of this school are aware of career progression within these sectors.

Opportunity for any 16-25 year-olds interested in film and production as a career to attend the Young Film Makers Programme pilot at the Nova Cinema.

The sixth TEDxWoking event took place in November, at which seven local people brought their diverse 'ideas worth sharing' to the 100-strong audience. All talks are available on the TEDxWoking website.

Community Energy South (CES) held roadshow at Shah Jahan to promote energy saving advice for the local Muslim community, including dealing with energy price increases, 'draftbusting' measures, providing free draft-proofing strips and silicone 'guns' and other simple energy efficiency tools, distributed information leaflets in Urdu, Punjabi, Bengali, Arabic and English to encourage people with vulnerabilities to join the Priority Service Register provided by the energy network.

Equalities Monitoring Data for the period 1/4/2022 – 31/3/2023

(Figures in brackets for 2021/22)

1. *Breakdown of all employees by:

*These figures are based on 451 employees (458 employees for 2021/22); this includes all employees all on the payroll including casual employees who may only work very occasionally.

a) Ethnic background

	Actual	%	Census 2021 (where available)
Asian/ Asian British	36 (38)	7.98% (8.30%)	12.5%
Black/Black British	22 (19)	4.88%(4.15%)	1.8%
Chinese/Other	5 (4)	(0.87%)	1.0%
Mixed	7 (6)	(1.31%)	3.5%
White	335 (347)	(75.76%)	78.1%
Gypsy/Irish Traveller	0(1)	(0.22%)	0.1%
Other (please specify)	37 (33)	(7.21%)	3%
Not Known	4 (6)	(1.31%)	
Prefer not to say	5 (4)	(0.87%)	

b) Gender

	Actual	%
Male	166 (159)	36.8% (34.72%)
Female	284 (299)	62.97%(65.28%)
Transgender	1 (0)	0.22% (0%)
Prefer not to say	0 (0)	0 (0)

c) Declaration of Disability

	Actual	%	Census 2021 (where available)
Yes	22 (23)	4.88% (5.02%)	13.6%
No	409 (415)	90.69% (90.61%)	
Prefer not to say	14 (14)	3.1% (3.06%)	
Not known	6 (5)	1.33% (1.31%)	

d) Age

	Actual	%
Under 25	13 (21)	2.88% (4.59%)
25 - 34	73 (77)	16.19% (16.81%)
35 - 44	112 (108)	24.83% (23.58%)
45 - 54	116 (114)	25.72% (24.89%)
55 - 64	111 (110)	24.61% (24.02%)
Over 65	26 (28)	5.76% (6.11%)

Equalities Annual Report 2023 including Pay Gap Report

e) Sexual orientation

	Actual	%	Census 2021 (where available)
Heterosexual/Straight	413 (311)	91.57% (67.90%)	90.89%
Bisexual	5 (3)	1.11% (0.66%)	1.01%
Gay or Lesbian	7 (5)	1.55% (1.09%)	1.18%
Prefer not to say	18 (20)	3.99% (4.37%)	
Not Known	7 (119)	1.55% (25.98%)	6.57%

f) Religion

	Actual	%	Census 2021 (where available)
Christian	209 (220)	46.34% (48.03%)	47.6%
Buddhist	3 (2)	0.67% (1.26%)	0.6%
Hindu	9 (8)	1.99% (2.68%)	2.4%
Jewish	3 (3)	0.66% (0.01%)	0.2%
Muslim	26 (30)	5.76% (6.55%)	9.4%
Sikh	5 (3)	1.11% (0.66%)	0.3%
No Religion	161 (156)	35.70% (34.06%)	33.3%
Other (Please specify)	5 (3)	1.11% (0.66%)	0.5%
Not Known	27 (6)	1.33% (1.31%)	5.7%
Prefer not to say	26 (26)	5.76% (5.68%)	

2. How many people belonging to each group applied to the Council for employment during the period?

a) Ethnic background

	2022/23	2021/22
Asian/ Asian British	172	229
Black/Black British	66	102
Chinese	51	0
Mixed	26	37
White	329	515
Gypsy/Irish Traveller	0	0
Other (please specify)	139	40
Not Known	27	32
Prefer not to say	29	21

b) Gender

	2022/23	2021/22
Male	324	400
Female	477	525
Transgender	0	0
Other	3	0
Prefer not to say	10	14
Not known	25	1

c) Declaration of Disability

	2022/23	2021/22
Yes	35	41
No	780	910
Not known	2	1
Prefer not to say	22	16

d) Age

	2022/23	2021/22
Under 25	112	140
25 - 34	226	269
35 - 44	254	251
45 - 54	152	173
55 - 64	79	104
Over 65	3	13
Not Known	13	18

e) Sexual orientation

	2022/23	2021/22
Heterosexual/Straight	699	845
Bisexual	21	16
Gay or Lesbian	18	26
Prefer not to say	67	51
Not Known	34	30

f) Religion

	2022/23	2021/22
Christian	305	373
Buddhist	15	17
Hindu	46	38
Jewish	2	1
Muslim	121	131
Sikh	10	12
No Religion	243	297
Other (Please specify)	19	19
Not Known	57	60
Prefer not to say	21	20

3. How many people belonging to each group applied for/received training during the period?

a) Ethnic background

	2022/23	2021/22
BME	22	18
White	66	56

Equalities Annual Report 2023 including Pay Gap Report

b) Gender

	2022/23	2021/22
Male	31	26
Female	57	48
Transgender	0	0

c) Declaration of Disability

	2022/23	2021/22
Yes	1	2
No	87	72

d) Age

	2022/23	2021/22
Under 25	5	6
25 - 34	19	22
35 - 44	34	21
45 - 54	21	15
55 - 64	6	9
Over 65	3	1

4. How many people belonging to each group were promoted during the period?

a) Ethnic background

	2022/23	2021/22
BME	2	0
White	7	5

b) Gender

	2022/23	2021/22
Male	3	3
Female	6	2
Transgender	0	0

c) Declaration of Disability

	2022/23	2021/22
Yes	1	0
No	8	5

d) Age

	2022/23	2021/22
Under 25	1	0
25 - 34	3	1
35 - 44	2	4
45 - 54	2	0
55 - 64	1	0
Over 65	0	0

5. How many people belonging to each group "benefited or suffered detriment as a result of formal performance assessment procedures"?

There were no formal assessment procedures carried out during the period.

6. How many people belonging to each group were involved in grievance procedures?

a) Ethnic background

	2022/23	2021/22
BME	1	0
White	0	1

b) Gender

	2022/23	2021/22
Male	0	0
Female	1	1
Transgender	0	0

c) Declaration of Disability

	2022/23	2021/22
Yes	0	1
No	1	0

d) Age

	2022/23	2021/22
Under 25	0	0
25 - 34	1	0
35 - 44	0	0
45 - 54	0	0
55 - 64	0	1
Over 65	0	0

7. How many people belonging to each group were the subjects of disciplinary procedures?

There were no formal disciplinary procedures during the period.

8. How many people belonging to each group ceased employment with the Council during the period?

a) Ethnic background

	2022/23	2021/22
Asian/ Asian British	12	4
Black/Black British	6	2
Chinese/Other	0	0
Mixed	4	0
White	76	43
Gypsy/Irish Traveller	1	0
Other (please specify)	11	3
Prefer not to say	2	0
Not Known	0	1

b) Gender

	2022/23	2021/22
Male	38	18
Female	74	35
Transgender	0	0

c) Declaration of Disability

	2022/23	2021/22
Yes	9	0
No	95	49
Prefer not to say	4	2
Not Known	4	2

d) Age

	2022/23	2021/22
Under 25	5	7
25 - 34	27	7
35 - 44	19	13
45 - 54	21	5
55 - 64	26	10
Over 65	14	11

9. Carers

a) Total

	Actual	%	Census 2021
Non-carer	413	91.57%	91.7%
Carer	31	6.87%	8.3%
Not known	7	1.56%	

b) Ethnic background

BME	4
White	26
Prefer not to say	1

c) Gender

Male	8
Female	23
Transgender	0

d) Declaration of Disability

Yes	2
No	28
Prefer not to say	1

e) Age

Under 25	1
25 - 34	0
35 - 44	8
45 - 54	6
55 - 64	13
Over 65	3

10. Flexible Working Requests:

	2022/23	2021/22
Number received	9	19
Number agreed	9	19
Success rate	100%	100

11. Return to work from maternity

	2022/23	2021/22
Number taking maternity leave	5	4
Number returned to work	5	4
Success rate	100%	100%

Pay Gap Report 2022/23

GENDER PAY GAP REPORT - 2023

Woking Borough Council is required by law to publish an annual gender pay gap report. The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require all employers with 250 or more employees to publish a report based on its figures on a snap-shot date. For public authorities this snapshot date is 31st March.

This is the report for the snapshot date of 31st March 2023.

The Mean Gender Pay Gap is the difference between average hourly earnings of men and women.

The Mean Gender Pay Gap for the Council is 17.31% (16.37% for 2022).

The Median Gender Pay Gap is the difference between the mid-point in the range of hourly earnings of men and women, when arranged from the highest to lowest.

The Median Gender Pay Gap for the Council is 18.26% (15.81% for 2022).

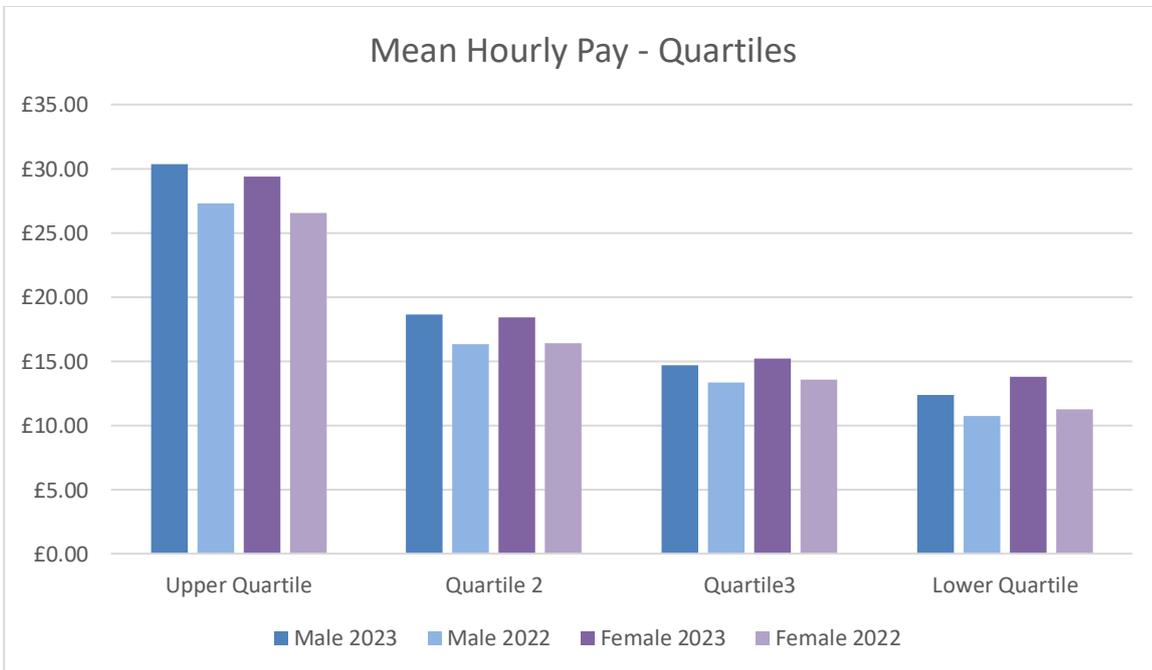
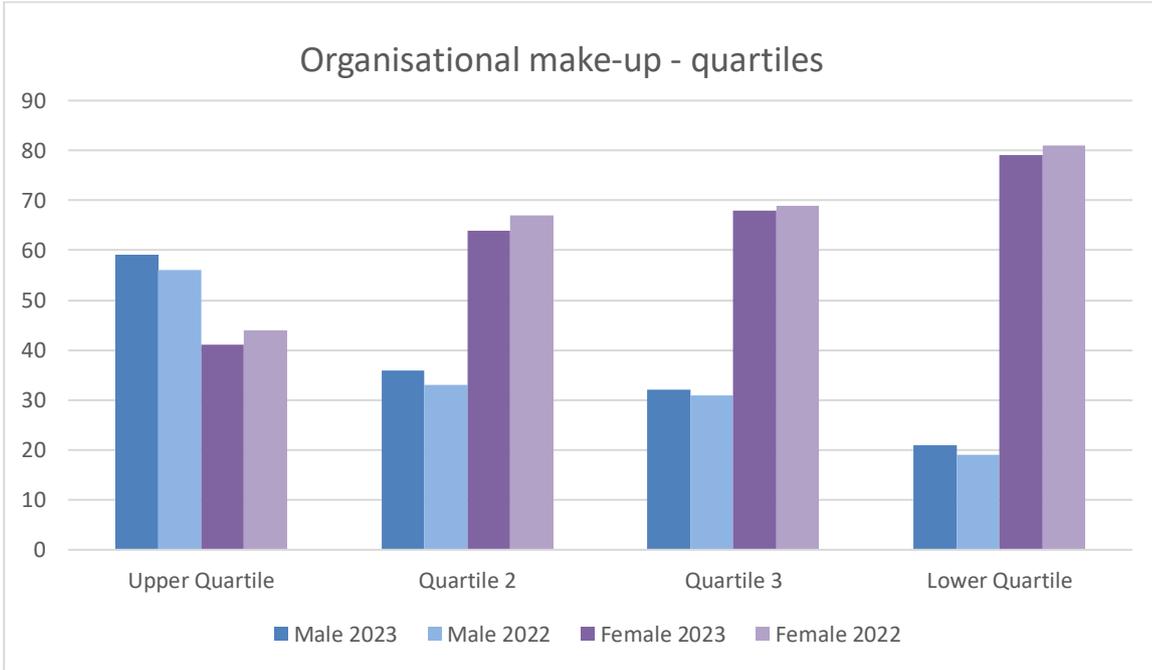
In addition, the Council has to depict pay quartiles by gender. The workforce is divided into four equal-sized groups based on hourly pay rates, with the Upper Quartile covering the highest paid 25% and the lower quartile containing the lowest paid 25%.

Pay Quartiles by Gender: (figures for 2022 in brackets)

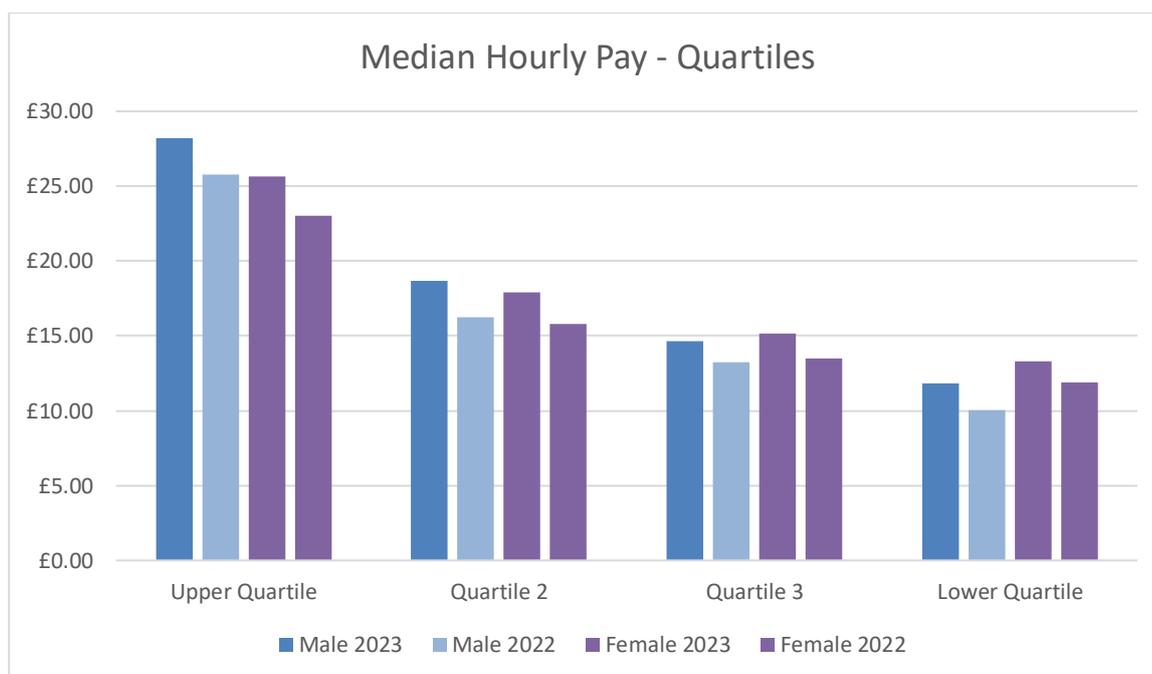
Quartile	Male	Female	Description
Upper	59% (56%)	41% (44%)	Includes all employees whose standard hourly rate places them above the upper quartile
Quartile 2	36% (33%)	64% (67%)	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
Quartile 3	32% (31%)	68% (69%)	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
Lower	21% (19%)	79% (81%)	Includes all employees whose standard hourly rate places them at or below the lower quartile

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

Equalities Annual Report 2023 including Pay Gap Report



Equalities Annual Report 2023 including Pay Gap Report



Difference between men and women

Quartile	Mean hourly rate - male	Mean hourly rate - female	Mean gender pay gap	Median hourly rate - male	Median hourly rate - female	Median gender pay gap
Upper	£30.32 (£27.27)	£29.39 (£26.58)	3.07% (2.53%)	£28.19 (£25.75)	£25.66 (£23.00)	8.97% (10.68%)
Quartile 2	£18.63 (£16.31)	£18.44 (£16.37)	1.02% (-0.37%)	£18.68 (£16.22)	£17.91 (£15.82)	4.12% (2.47%)
Quartile 3	£14.65 (£13.34)	£15.20 (£13.56)	-3.75% (-1.65%)	£14.66 (£13.27)	£15.13 (£13.47)	-3.11% (-1.51%)
Lower	£12.38 (£10.70)	£13.80 (£11.28)	-11.47% (-5.42%)	£11.82 (£10.04)	£13.30 (£11.91)	-12.52% (-18.63%)

(Figures for 2022 in brackets)

The Council's Pay structure and policies ensure all employees are paid equally for the same or equivalent work, regardless of their sex or any other characteristic protected under the Equality Act 2010. The analysis shows that the Council has a significant gender pay gap. The overriding reason for this is the distribution of the workforce. The organisation is predominately female (63% female, 37% male) although the top 25% of employees, who are the highest paid, are predominately male (59% male, 41% female). The 25% of the lowest paid employees are predominately female (79% female, 21% male).

Equalities Annual Report 2023 including Pay Gap Report

Across the UK as a whole, men are more likely than women to be in senior roles, especially very senior roles at the top of organisations. Generally women are more likely than men to be in front-line roles at the lower end of the organisation. The Council's pay policy has focused on raising the level of pay for the lowest grades, to ensure that the roles are valued and paid the living wage, set by the Living Wage Foundation. The culture of the organisation has changed significantly under the new leadership and will continue to do so over the following years as the Fit for the Future agenda is delivered. This should impact positively on both the structure of the organisation and its pay gap.

How we compare

The pattern from the UK economy as a whole is reflected in the figures found in our upper quartile where men are more likely to be in senior roles. Women are more likely to have had breaks from work that have affected their career progression, for example to bring up children. Women are also more likely to work part-time to accommodate caring responsibilities.

The mean gender pay gap for the UK for 2022 was 14.9% according to the Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures (15.1% in 2021). Figures were not available for Local Government for 2022 but the mean gender pay gap was 5.1% in 2021 and the median gender pay gap was 3.3%.

How we are addressing the pay gap

Woking Borough Council is committed to reducing our gender pay gap. An Action Plan has been developed, covering 5 key areas, Pay and Performance, Recruitment and Promotion, Training and Development, Flexible and Part-time Working and General. Attached below.

Evidence base

Detailed analysis of the salary structure, including levels, pay grade and working hours has been carried out and no significant issues were identified indicating the Council's pay arrangements are rational, fair and transparent. The recent changes to the pay structure and career pathways and progression should make the process more transparent going forward. Analysis of recruitment statistics, applications for promotion, PDR's and pay reviews have also been carried out. Again, no issues were identified.

Recruitment

The Council aims to recruit from the widest possible talent pool. It will look at whether this can be improved, including looking at language used in adverts and benchmarking against other Surrey authorities. The application process is blind and no personal details are available for shortlisting. HR carry out spot-checks on shortlisting to ensure no bias is taking place. Managers are trained on how to recruit using competency based interview techniques that aim to avoid unconscious bias; ensuring all managers are consistent and competent in recruitment.

Flexible working

A hybrid work style was introduced following the pandemic and has been embedded throughout the organisation, enabling employees to effectively manage their health and wellbeing and work-life balance. The pros and cons of the new way of working is monitored to ensure a mutual balance between employees fulfilling their jobs in the manner expected by the organisation whilst also enabling them to be mindful of their health and wellbeing and ensuring a good work life balance.

Equalities Annual Report 2023 including Pay Gap Report

Development

The Council is committed to offering advancement opportunities and training to all employees, including Management Development and coaching and mentoring for those moving into senior positions. The Fit for the Future programme will see major organisational transformation over the coming years; essential to this is a modern and progressive workforce which ensures opportunities for all employees who have the potential to develop and grow. Consultation will include identifying drivers and barriers to progression, particularly for women, ethnic minorities and disabled employees.

Ethnicity Pay Gap

The Government has consulted on whether organisation should collect and publish information on its Ethnicity Pay Gap and we are awaiting the outcome. However, it is good practice to report ethnicity and disability pay gaps. The Council has been calculating its Ethnicity Pay Gap since 2019.

The Ethnicity Pay Gap figures for 2023 are:

White British	330 employees / 74.16% (343 employees / 76.05% - 2022)
Other Ethnicity	106 employees / 23.82% (100 / 22.17% - 2022)
Not known/prefer not to say	9 employees / 2.02% (8 employees / 1.77% - 2022)
Mean hourly rate (White British)	£20.00 (£17.81 – 2022)
Mean hourly rate (other ethnicity)	£17.10 (£15.08 – 2022)
Mean ethnicity pay gap	14.5% (15.31% - 2022)
Median hourly rate (White British)	£16.90 (£15.39 – 2022)
Median hourly rate (other ethnicity)	£15.39 (£13.94 – 2022)
Median ethnicity pay gap	8.93% (9.42% - 2022)

Equalities Annual Report 2023 including Pay Gap Report

Pay Quartiles by ethnicity

Quartile	White British	Other ethnicity	Not known	Description
Upper	85.59% (87.61%)	13.51% (12.39%)	0.90%	Includes all employees whose standard hourly rate places them above the upper quartile
Quartile 2	74.77% (78.76%)	24.33% (19.74%)	0.90% (1.77%)	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
Quartile 3	66.67% (62.83%)	30.63% (35.40%)	2.70% (1.77%)	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
Lower	69.64% (75%)	26.79% (21.43%)	3.57% (3.57%)	Includes all employees whose standard hourly rate places them at or below the lower quartile

(Figures for 2022 in brackets)

Quartile	Mean hourly rate – White British	Mean hourly rate – other ethnicity	Mean ethnicity pay gap	Median hourly rate – White British	Median hourly rate – other ethnicity	Median ethnicity pay gap
Upper	£30.33 (£27.00)	£27.24 (£25.98)	10.19% (3.78%)	£28.03 (£25.29)	£25.32 (£22.15)	9.67% (12.42%)
Quartile 2	£18.52 (£16.82)	£18.47 (£16.25)	0.27% (3.39%)	£18.30 (£16.23)	£18.10 (£15.93)	1.09% (1.85%)
Quartile 3	£15.11 (£13.82)	£14.49 (£13.78)	3.56% (0.29%)	£14.88 (£13.94)	£14.26 (£13.94)	4.17% (0%)
Lower	£13.62 (£11.10)	£13.42 (£11.30)	1.47% (-1.80%)	£13.08 (£11.84)	£13.08 (£11.91)	0% (-0.59%)

(Figures for 2022 in brackets)

As there is no statutory requirement to provide ethnicity pay gap information, comparisons are difficult. The Office for National Statistics - Annual Population Survey shows the median Ethnicity Pay Gap for 2019 as 2.3%, however there are considerable variations across different ethnic groups and gender.

The Council is reflective of the local communities in terms of its overall ethnicity representation (21.6% non-white British – 2021 Census), however this is not consistent across all levels of the organisation. The Fit for Future programme offers the opportunity for this to be investigated further and identify drivers and barriers to progression.

Equalities Annual Report 2023 including Pay Gap Report

Disability Pay Gap

Since last year, the Council has also voluntarily calculated the Disability Pay Gap

The Disability Pay Gap figures for 2023 are:

Non-Disabled	404 employees / 90.79%
	(408 employees / 90.47% - 2022)
Disabled	22 employees / 4.94%
	(27 employees / 5.76% - 2022)
Not known/prefer not to say	19 employees / 4.27%
	(17 employees / 3.77% - 2022)
Mean hourly rate (Non-Disabled)	£19.33 (£17.00 – 2022)
Mean hourly rate (Disabled)	£17.85 (£16.34 - 2022)
Mean disability pay gap	7.66% (3.88% - 2022)
Median hourly rate (Non-Disabled)	£16.39 (£14.70 - 2022)
Median hourly rate (Disabled)	£16.65 (£15.38 - 2022)
Median disability pay gap	-1.59%(- 4.63% - 2022)

Pay Quartiles by disability

Quartile	Non-Disabled	Disabled	Not known	Description
Upper	92.8% (94.69%)	2.7% (3.54%)	4.5% (1.77%)	Includes all employees whose standard hourly rate places them above the upper quartile
Quartile 2	90.99% (84.96%)	6.31% (9.73%)	2.70% (5.31%)	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
Quartile 3	92.79% (90.27%)	4.5% (7.08%)	2.71% (2.65%)	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
Lower	86.61% (91.96%)	6.25% (2.68%)	7.14% (5.36%)	Includes all employees whose standard hourly rate places them at or below the lower quartile

(Figures for 2022 in brackets)

Equalities Annual Report 2023 including Pay Gap Report

Quartile	Mean hourly rate – Non-Disabled	Mean hourly rate – Disabled	Mean disability pay gap	Median hourly rate – Non-Disabled	Median hourly rate – Disabled	Median disability pay gap
Upper	£30.09 (£27.30)	£25.86 (£23.51)	14.06% (13.88%)	£27.35 (£25.01)	£28.19 (£23.59)	-3.07% (5.68%)
Quartile 2	£18.46 (£16.65)	£19.26 (£17.00)	-4.33% (-5.43%)	£18.11 (£16.22)	£19.82 (£17.10)	-9.44% (-5.43%)
Quartile 3	£15.01 (£13.80)	£15.13 (£13.71)	-0.79% (0.65%)	£14.88 (£13.94)	£14.66 (£13.88)	1.48% (0.43%)
Lower	£13.08 (£11.05)	£14.96 (£11.08)	-11.73% (- 0.27%)	£13.08 (£11.77)	£15.39 (£11.72)	-17.66% (0.42%)

(Figures for 2022 in brackets)

Once again there is no statutory requirement to report the Disability Pay gap, but the Council believe it is good practice to do so. The Office For National Statistics Annual Population Survey show the median Disability Pay gap for 2021 as 13.8%. The Council's figures look favourable in this context however our representation of the community is low (13.6% with a disability – 2021 Census). The employee monitoring figures for those declaring a disability are not as robust as they could be so work will need to be done around this.

The Gender Pay Gap action plan will be updated to include actions addressing the pay gaps in general.

Gender Pay Gap Action Plan 2022/23

PAY AND PERFORMANCE	TIMESCALE	RESPONSIBILITY	ACTION/PROGRESS
Undertake detailed analysis of salary structure.	Dec 2022	AJ/SR	To identify if any inconsistencies are occurring across job level, pay grade, full/part-time. Completed. To be repeated every 3 years.
Analyse data on starting salaries of appointments and promoted posts.	Dec 2022	HR	Completed. No discrepancies found. To be repeated every 3 years
Analyse PDR rating by gender.	June 2022	SR	Assess evidence of gender based differences. Completed for 2022 – No discrepancies found.
Planned review of Pay and Reward structure	To start 2023	AJ/SR	Completed – clearer structure/career progression – will aid transparency
RECRUITMENT AND PROMOTION			
Introduce recruitment and selection guidelines.	2023	AJ/RZ	To cover good practice on shortlisting/HR involvement/gender balance on interview panel/gender neutral language in adverts & job descriptions. Guidance document on shortlisting, includes information about Disability Confidence.
Ensure employees involved in the recruitment process receive training, including non-discrimination & fair treatment in recruitment.	On-going	All	Investigate e-learning provision Induction for new recruiting managers – ongoing.
Assess suitability of each new role advertised for flexible working.	Ongoing	HR Managers CLT	Due to introduction of hybrid working, flexibility is inbuilt. Regular evaluation will take place via 1:1s, employee survey etc.
Increase women's access to networking and informal development opportunities, e.g. In-house mentoring programme.	2023	HR Managers	Undertake focus groups to assess requirements. Look into options available for mentoring/coaching.
Ask senior women to share story of journey, including what worked/didn't work, support available.	2023		
Ask senior employee who works flexibly/part-time to become a	2023	HR	For inclusion in employee communications.

Equalities Annual Report 2023 including Pay Gap Report

flexible working champion/share story.			
Review employee survey questions to include a question on how well particular policies are implemented, e.g. flexible working/supporting carers.	2024 (tbc)	SR	Review survey questions Next Employee Survey due February 2024 (tbc) In progress
Review employee survey to see how responses could be analysed in a more meaningful way, e.g. by gender & teams.	2024 (tbc)	SR	Review metrics requested – including gender, ethnicity & disability.
Amalgamate family friendly policies into Parents at Work Policy. Communicate & promote the benefits to employees once approved.	June 2022	SH CMG Unison	Agreed by CMG & Unison. Adopted by full Council. Policies updated.
Evaluate the Working Forward Campaign	June 2023	HR E&WWG	Designed to make the workplace the best it can be for pregnant women and new parents. Investigate requirements. Sign up, identify gaps.
Review Harassment Policy, including sexual harassment, to ensure it is fit for purpose.	Dec 2022	RZ CLT Unison	Research best practice – ACAS. Major review of Bullying & Harassment carried out in 2019, including survey, updating policy & procedures, awareness raising and training. Policies updated , awareness campaign run. Training for all managers completed 2022 . Include in planned work on women's experiences in the organisation
Review exit interview process.	Dec 2023	HR Assistant (project)	Assess why employees are leaving the organisation. Set up e-survey (liaise with Marketing Comms) – so that trends can be identified.
TRAINING AND DEVELOPMENT			
Continue to promote learning & development opportunities across the organisation. Look into introducing secondment opportunities.	Ongoing	SR/AJ	Work in progress. Secondment opportunities to be offered as part of Fit for Future programme.

Equalities Annual Report 2023 including Pay Gap Report

Assess talent management programmes/women in leadership programmes to see if appropriate for organisation.	During 2023	SR/AJ	Work in progress
Investigate a return to work programme.	During 2023	RZ	Designed to assist new/returning mothers with opportunities to enhance their skills.
FLEXIBLE AND PART-TIME WORKING			
Map what types of flexible working are used in the organisation and look at this by team & gender.	2022	HR	Hybrid working may have superseded this. Survey conducted 2022 on hybrid working. Training and guidance provided to managers on managing hybrid working. Webinars for employees on working effectively in this manner & safeguarding wellbeing.
Review how flexible working e-forms and guidelines are communicated to employees to ensure it is easily accessible & understood by everyone.	During 2022	HR	Process reviewed. Hard copies available to those who may not have access to ewokplus. Completed
Meet Carers Confidence benchmark	During 2023	RZ/JB	Supporting Carers Policy – approved by CLT/Unison. Launch during Carers Week , ewokplus signposting, employee support group,
GENERAL			
Development of Baby Loss and Menopause Policies. Review support available.	During 2023	RZ E&WWG	
Investigate women’s experiences of working for the organisation, including questionnaire, focus groups.	During 2023	RZ	Seek views of employees and test assumptions. Questions drafted for gender survey

Supporting Carers Policy

Supporting Carers Policy

Document Type:	Corporate Policy
Document Name:	Supporting Carers Policy
Document Location:	Information for Employees / Policies
Effective Date:	March 2023
Review Date:	2026
Owner:	HR Manager
Consultee:	Human Resources/Unison/Equality & Wellbeing Working Group/CLT
Approved By:	CLT
Related Documents:	
Keywords:	
Equality Impact Assessment in place:	
Relevant External Law, Regulation, Standards:	

Date	Changes

Contents

	Section	Page number
1.0	Introduction	Page 4
2.0	Definition of carer	Page 4
3.0	Carers' circumstances	Page 5
4.0	Identification and disclosure	Page 5
5.0	Flexible working	Page 6
6.0	Carers Leave	Page 6
7.0	Other leave arrangements	Page 7
8.0	Other support for carers	Page 7
9.0	Monitoring and review of this policy	Page 7

1. **Introduction**

1. This policy sets out our commitment to supporting carers and the support that we offer to combine work with care.

2. Employees may have caring responsibilities and may need our support to combine work with care. We have adopted this policy to demonstrate our support for employees who are carers and to set out what support is available.

3. Caring can be unpredictable; it can happen overnight or creep up on you and often cannot be planned.

4. We aim to give carers the same recruitment and career opportunities as everyone else. We will give carers as much support as possible to achieve this objective.

2. **Definition of carer**

1. The legal definition of a carer is a person who provides or intends to provide a substantial amount of unpaid care on a regular basis for another individual. This can be a relative or a friend. This could include someone who is living with a critical or chronic mental or physical condition. Caring can be unpredictable; it can happen overnight or creep up on you and often cannot be planned.

2. Employers cannot treat carers less favourably than other people who do not have caring responsibilities. If you are looking after someone who is elderly or disabled, The Equality Act 2010 will protect you against direct discrimination or harassment because of your caring responsibilities. This is because you are counted as being 'associated' with someone who is protected by the law because of their age or disability.

3. Direct discrimination is where you are treated less favourably than someone else because you are caring for an elderly or disabled person. This could include your employer refusing to offer you a job because of your caring responsibilities or not offering you a promotion because of your caring responsibilities.

4. The Act also allows reasonable adjustments to be requested for caring responsibilities and other legislation provides the right to a 'reasonable' amount of unpaid time off work for unplanned caring.

5. For more information or advice about your statutory employment rights you can call the Carers UK Helpline on 0808 808 7777 or visit [carersuk.org](https://www.carersuk.org).

6. We define carers as employees with significant caring responsibilities that have a substantial impact on their working life. The activities that carers undertake are wide ranging, including:

- help with personal care;
- help with mobility;
- managing medication;
- practical household tasks;
- emotional support; and
- help with financial matters or administration.

3. **Carers' circumstances**

1. Carers' needs are different from the needs of employees with routine childcare responsibilities. Caring can be unpredictable and emotionally upsetting. An employee may acquire caring responsibilities overnight, for example where a relative or friend has a stroke, or caring responsibilities may develop over time, for example where the employee's relative or friend has a debilitating long-term health condition.

2. With routine childcare, the child's journey is more predictable as they grow older, go to school and become more independent. The milestones of caring may go in the opposite direction, for example an elderly parent may become more frail and dependent over time, and a disabled child may continue to have significant support needs when they become an adult.

4. **Identification and disclosure**

1. You are not required to disclose to your employer or manager that you are caring for someone, however we would actively encourage you to do so. In this way we can work together to ensure that you can continue in your job and effectively balance your work and care commitments.

2. If you have caring responsibilities and need support, you should speak to your manager or HR and explain your situation and what assistance you think would help. HR and managers will respect the confidentiality of any information provided to them in this regard.

3. As part of the monitoring information held on HR21, there is the option to disclose whether you have caring responsibilities. You are not required to disclose this information but it enables us to ensure we have policies and procedures in place to support working carers. We will hold and process any personal data in accordance with our [Data Protection Policy](#)

4. Colleagues can be very supportive and it may help just to discuss your situation with someone you can trust at work. You may find that other colleagues are also carers and that together you are more able to talk to us about ways in which you could be supported.

Insert info about carers forum when available

5. **Flexible working**

1. We offer various types of flexible working options including part-time, flexi-time, working from home and nine-day fortnight. These are designed to help employees ensure they have an appropriate work-life balance, whilst ensuring business needs are met. Further information on the options available can be found in the [Leave Policy](#)

2. **The right to request flexible working** - All employees who have worked for their employer for 26 weeks at the date an application is made can request flexible working such as changing working hours or working from home. Only one request is allowed in a year. Employers can refuse a request but must give good business reasons from a specific list which is set out in the law. Employees can appeal against this decision. Requests should be made via the [Flexible Working e-form](#)

6. Carers Leave

1. An employee is entitled to take a reasonable amount of time off during working hours in order to take action where necessary:
 - To provide assistance on an occasion when the person they care for falls ill, is injured or assaulted.
 - To make arrangements for the provision of care for the person who is ill or injured.
 - To attend medical appointments with the person they care for if they are unable to attend on their own or alternative arrangements can not be made.
 - In consequence of the death of the person they care for
 - Because of the unexpected disruption or termination of arrangements for the care of a person being cared for
 - To deal with any unexpected incident which involves the person being cared for.

2. There is no statutory right to payment for this time off. Some time off may be covered by the Council's compassionate leave arrangements. Time off with pay can be agreed using the existing flexi time/time off in lieu arrangements. Further information can be found in the [Leave Policy](#)

7. Other leave arrangements

1. The Council also offers Dependant Care Leave, Compassionate Leave and the option to buy additional annual leave. For more information see the [Leave Policy](#)

8. Other support for carers

1. Our [Employee Assistance Programme](#) offers confidential 24/7 counselling, advice, information and support on some of the practical and emotional issues that carers may face, including claiming benefits and allowances, organising respite care, obtaining specialised equipment and their own health and wellbeing.

2. Our trained [Mental Health First Aiders](#) are available if you need someone to speak to.

3. We provide information about sources of support for carers and their dependants on [ewokplus](#)

4. The Quiet Room is available on the 4th floor to provide a private space to make or receive calls in connection with caring responsibilities. Provision of a private space should also be available at the outstations.

5. We have a Carers Forum that provides practical peer-to-peer support and information for carers and works with HR to raise awareness about caring issues

Equalities Annual Report 2023 including Pay Gap Report

and promote carer-friendly policies and practices within our organisation. (to be set up)

6. E-Learning Courses - Employers for Carers have produced a range of [e-learning courses](#) which are free to access. Topics include:

- Introduction to carers - introduction for all employees
- Supporting Carers in your workplace (for managers)
- About Me: building resilience for caring
- You and your wellbeing
- The role of good nutrition in caring for someone
- Young adult carers e-learning

9. **Monitoring and review of this policy**

1. This policy will be reviewed in 2025 by HR or earlier, if there are any changes in legislation, to ensure that it meets legal requirements and reflects good practice.

2. Employees are invited to comment on this policy and suggest how it might be improved by contacting hr@woking.gov.uk

Carers Confident Action Plan – Oct 2022

Requirement	Action	Responsibility	Progress
Preparation - Enabling carers to identify and recognise themselves			
There is awareness of carers in the workplace.	Monitoring category on HR21	HR	✓
	Dedicated Carers section on ewokplus	RZ	To be launched with policy launch
	Encouragement and support (formal or informal) in place to enable carers to identify themselves (if they wish to)	HR	Guidance for managers
	Include a question about caring in employee survey	HR	To be included in next survey
	Willing to make reasonable adjustments in working arrangements if requested by a carer.	HR	Guidance for managers
Policy and guidance - Making support for carers transparent			
	Develop Carers policy	RZ	
	Carers recognised within existing policies and update these where required e.g. Leave Policy, flexible working	HR	Review policies
Practical support - Practical provisions and arrangements for carers			
	Information is available about how carers can access workplace support.	RZ	Ewokplus page
	Information is available on external support and services for carers.	RZ	Ewokplus page
	Practical workplace support is maintained and reviewed with carer involvement.		
	Carers are involved in developing further appropriate support options in the workplace.		
	Tools and/or coaching are available to provide practical information and support and promote resilience.		

Equalities Annual Report 2023 including Pay Gap Report

Peer support - Connecting and engaging carers			
	Carers engage with and support each other – establish carers forum		Support group (?)
	There is a specific carers champion, person with lead responsibility for supporting carers or a dedicated point of contact for carers in the workplace.		
Promoting support - Communicating carer support			
	Policies/provisions available for carers are communicated to all levels and members of staff.		
	Policies/provisions available for carers are included in relevant communications and information for line managers.		
	Promotional materials including leaflets, newsletters and posters displayed within the workplace.		
	Awareness raising activities are undertaken in the workplace.		
	Carer support is included in staff/manager induction training and information.		
	Line manager training is provided on carer awareness and support (either as a separate session or included within a wider course).		
	Support/involvement in wider carer awareness raising events and campaigns, such as Carers Week/Carers Rights Day.		