



Report for: ACTION

Contains Confidential or Exempt Information	No
Title	Results of the Gender Pay Gap Survey
Member Reporting	Councillor Katherine Dunne (CEX 364)
Contact Details	Celia Golden Head of Equality and Human Rights 0208 583 2530 Hirendrasinh Solanki Business Intelligence Analyst 020 8583 5937
For Consideration By	26 March CLT
Date to be Considered	23 April Cabinet
Implementation Date if Not Called In	To be agreed
Affected Wards	None
Keywords/Index	Gender Pay Gap

1. Details of Recommendations

Cabinet is asked to agree and direct HR to give consideration to the recommendations detailed below as part of the People Strategy led by HR:

- i) Analysing the GPG data in more detail by department and by occupation to determine whether there is an impact on the Pay Gap as a result of job segregation
- ii) Review flexible working especially for part time/job share opportunities for senior graded posts which is considered by HR as part of the Gender Pay Statement.
- iii) Developing succession planning policy to identify staff capable of assuming senior roles
- iv) Using Positive Action to advertise and encourage female staff to apply for promotion and where necessary to support more female staff to access Leadership, Management and Professional Courses
- vi) Encourage more access to peer Mentoring and Coaching for female staff
- vii). Where feasible, using Positive Action to internally promote 'One Year Acting up Opportunities' in posts / sections where there is underrepresentation of either sexes. This would also challenge traditionally held roles by male /female staff. This could only be relied upon to respond to Gender Pay Gap differences within departments based and supported by direct evidence and not as a blanket policy.

If the recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit, link to Values	Dates by which they can expect to notice a difference
The Gender pay Gap links to the value of being an ambitious Council delivering quality services and value for money. Residents will benefit by having clear and transparent information about the actions being taken to address the Gender pay Gap	Once the recommendations are implemented

2. Report Summary

1. This report details the results of the Gender Pay Gap survey undertaken between 31 October – 31 December 2018.

2. The suggested recommendations aims to address the differences in the Council's Gender Pay Gap and seeks Member agreement authorising HR to consider them further as part of the People Strategy.

3. If adopted, the key financial implications for the Council are expected to be contained within existing departmental and corporate training budgets.

3. Reason for Decision and Options Considered

3.1.0) The Council reported a gender pay gap of 7.3% (the difference between the average pay of men and women) in March 2017. Although this compared favourably with the national gender pay gap of 18.1%, around three-quarters of the London Boroughs have a lower gap than us. The Council wanted further insight into this difference. Hence, the report put forward a series of recommendations to tackle and reduce the gender pay gap, amongst them, an undertaking to produce a targeted survey of female employees for their views on the barriers to progressing up the pay grades, and what the Council might do to remove those barriers. This report details the results of the survey.

3.1.2) The other key background document that informed this report is the Gender Pay Statement considered by Cabinet on 12 March 2019 which reported an average gender pay gap at 31 March 2018 of 5.23% (median figures) and a mean figure of 3.05%. The statement highlighted that fewer women were top quartile earners compared to men and that fewer men were in the other three quartiles. The statement identified areas which required further enquiries in order to reduce and eliminate our pay gap. The areas highlighted include part time roles in senior positions and the gender pay breakdown in our PO3 grade. These points have been included as a formal recommendation in this report.

3.1.3) The Gender Pay Statement also set out the Council's policy on the levels and elements of remuneration for Chief Officers; the relationship between the remuneration of Chief Officers and other Officers as well as the remuneration of the lowest paid employees. The transparency and accountability of the Gender Pay Statement will have some positive impact on reducing the Gender Pay Gap along with the recommendations put forward in this report.

3.2 Methodology

3.2.1) The survey was designed through ‘Citizen Space’, a consultation toolkit which the Council uses as the main tool for launching online consultations. The Council also produced printed formats to enable staff with no email access to participate in the survey. The printed copies were hand delivered to Managers in outreach offices where staff had no email access. The data on email access was sourced from iHounslow. The printed copies were then collected from outreach offices and the data was then entered individually online.

3.2.2) There were ten questions in total, the last question gave staff an opportunity to provide any overall comments. Some questions were ‘follow up ‘questions to secure a qualitative response. The questionnaire was structured under the following categories:(See Appendix 1 attached)

- Employment Profile
- Directorate that staff worked in
- Pay band
- Length of employment with the Council
- If staff applied for a promotion
- If not, reasons why staff never applied for a promotion
- Views on fairness of pay relative to their co-workers and
- Views on whether men and women are compensated equally in LB Hounslow
- To explain reasons for their views:
- Staff views on the main obstacles to closing the pay gap
- Staff views on what actions the Council should take to help close the gender pay gap
- Any Other comments

3.3 RESULTS OF THE GENDER PAY GAP SURVEY 2018/2019

Response Rate

3.3.1) The final response rate across the female workforce was 31% (479/1529 actual numbers). 333 female staff do not have email or computer access. So printed copies were distributed to staff working in front line establishments without online access.

3.3.2) The following table summarises the difference between online and printed responses based on a workforce of 1529. It is normal to see higher online response rate than printed, which is the case for this survey.

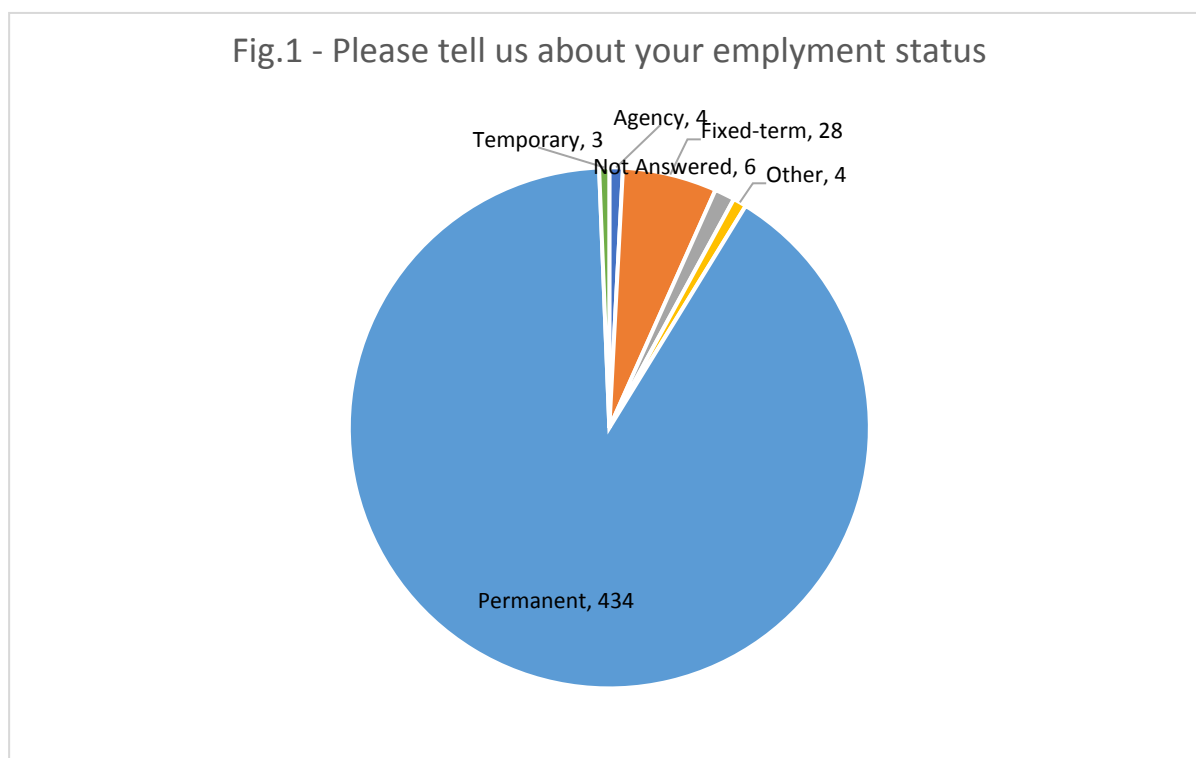
	Questionnaires sent	Responses	% Responses
Online	1,203	391	33%
Printed	333	88	27%

.4 Employment Profile

What is your Pay band?	Number
CO 123 – Chief Exec	1
HMG123 (this includes Principal Youth & Community Officer, FE Management Spine pt 22 & above, Teacher Leadership Scale pts 823, Soulbury Adviser, Senior & Principal ED Psychs)	35
Apprentice, LLW, Scale 1 - 3 (this includes Apprentices, Community & Youth Support Workers Level 1, School Crossing Patrol, Domestic Assistants, Care Workers)	69
Scale 4 – 6 (this includes Community & Youth Support workers level 2, RSW1&2, Senior Day Care Officer, Family Support Worker)	89
SO1-PO2 (this includes Community & Youth Professional Scale, FE Management Spine pts 1-8, Vehicle Technician)	139
PO3-7 (this includes Senior Youth & Community Officer, FE Management Spine pts 921, Teacher/Teacher + TLR 12, Teachers Leadership Scale pts 17, Educational Psychologists/Specialist ED Psychs)	132
Not Answered	14

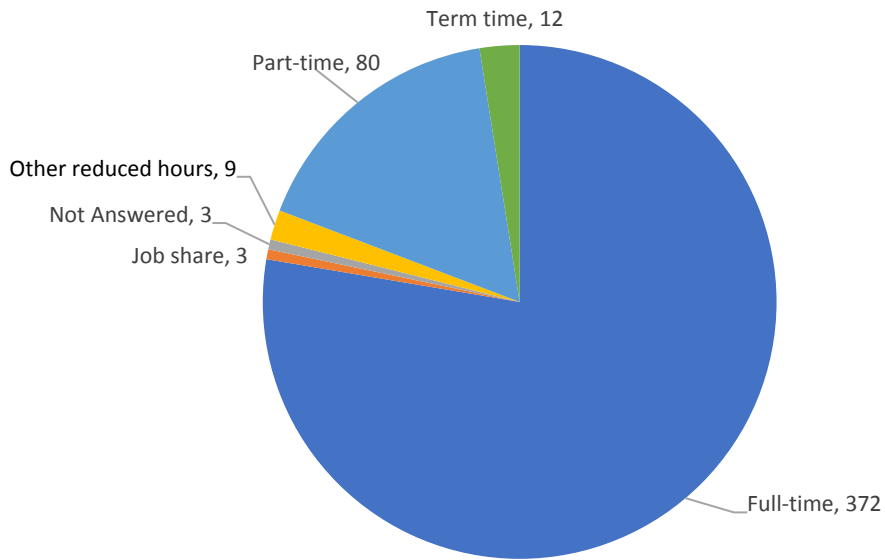
429 (90%) of respondents belong to a grade below HMG, correlating with the workforce profile of LB Hounslow with 94% of female staff being below HMG level.

3.5 Working hours and contract type



3.5.1) This survey was open to all female staff working on behalf of LB Hounslow, 434 (91%) were permanent members of staff. This correlates with the workforce profile (excluding agency) showing 94% of staff being permanent members.

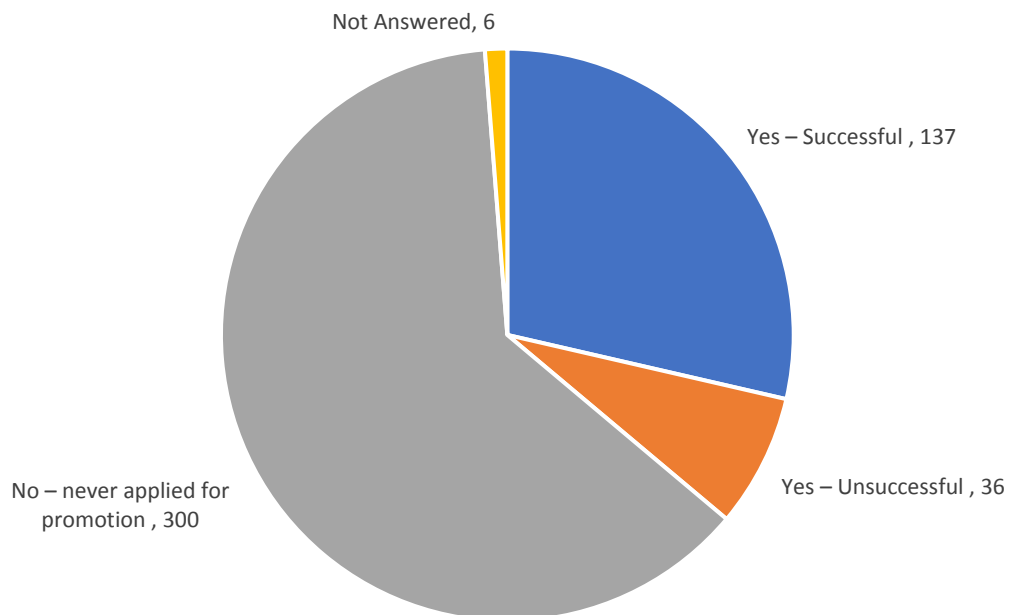
Fig.2 - Please tell us about your working hours



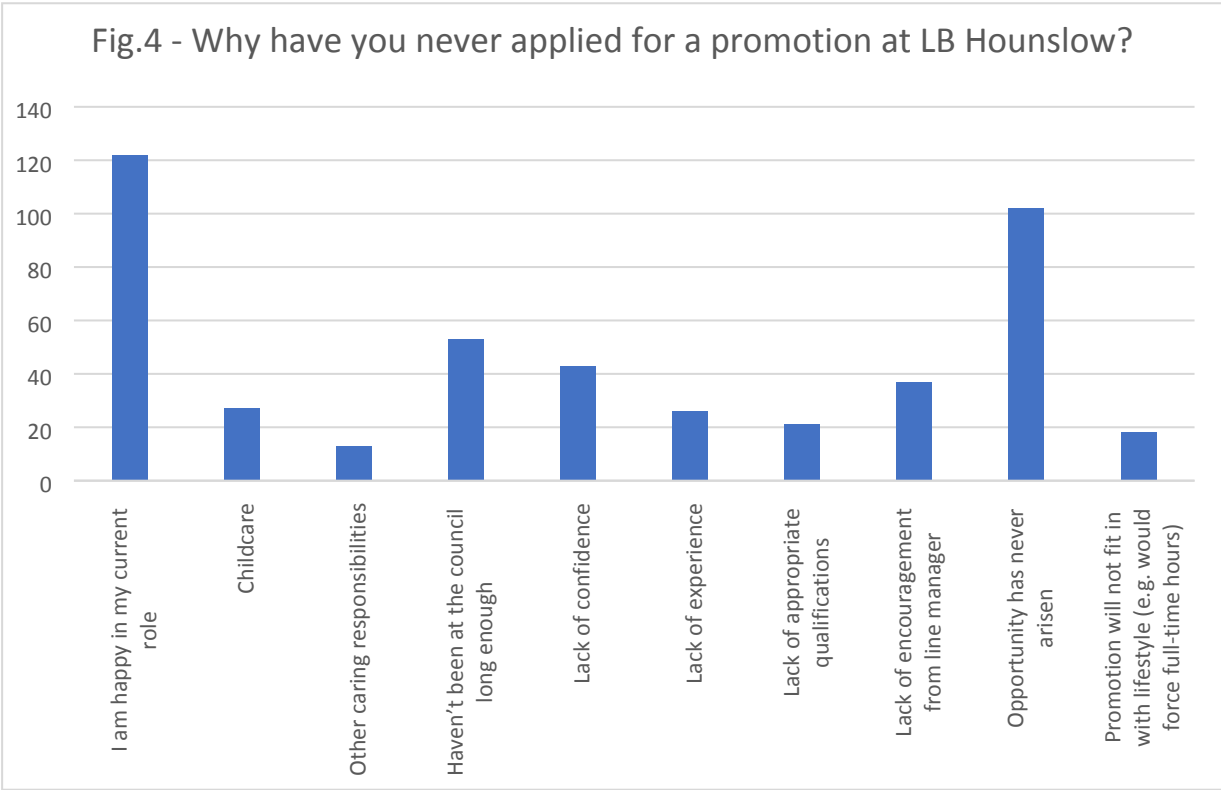
372 (77%) of respondents stated they work full-time hours for LB Hounslow, compared with approximately 73% according to the workforce profile. 80 (17%) of respondents stated that they worked part time hours.

3.6 Applying for Promotion

Fig.3 - Have you ever applied for a promotion at LB Hounslow?

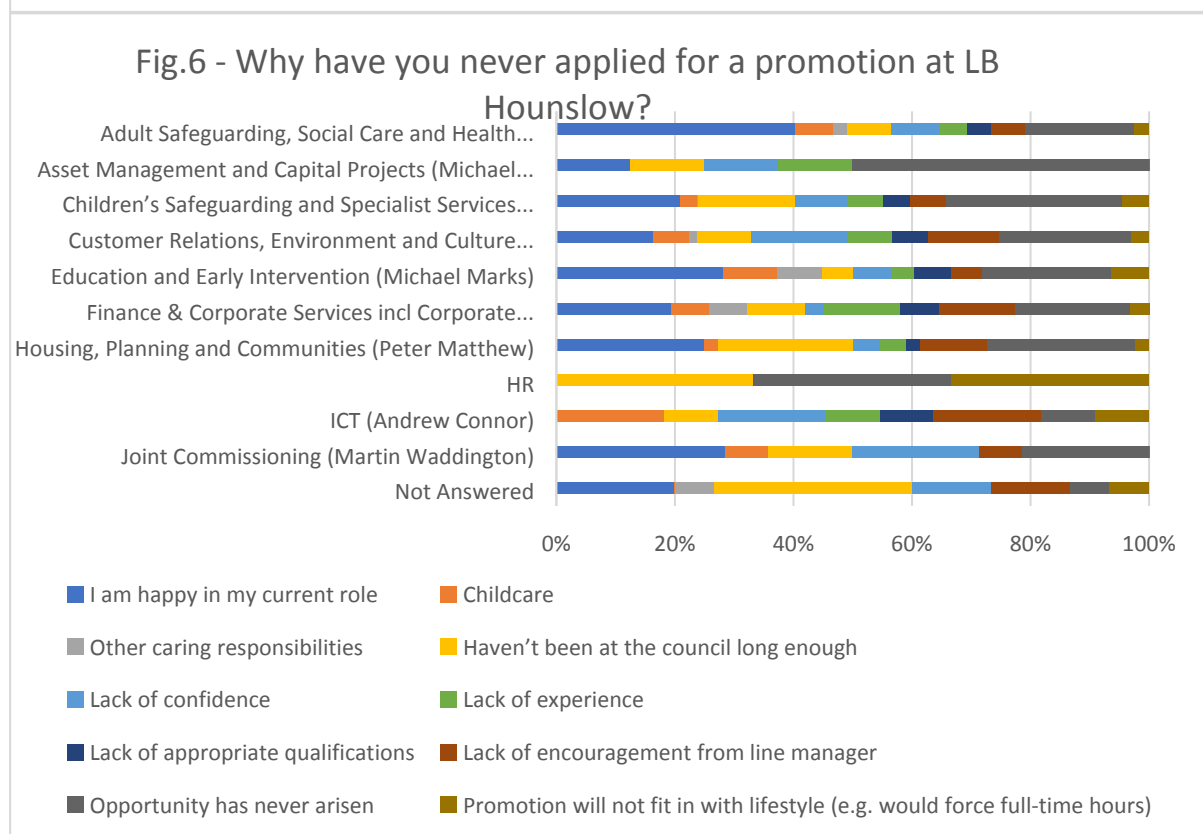
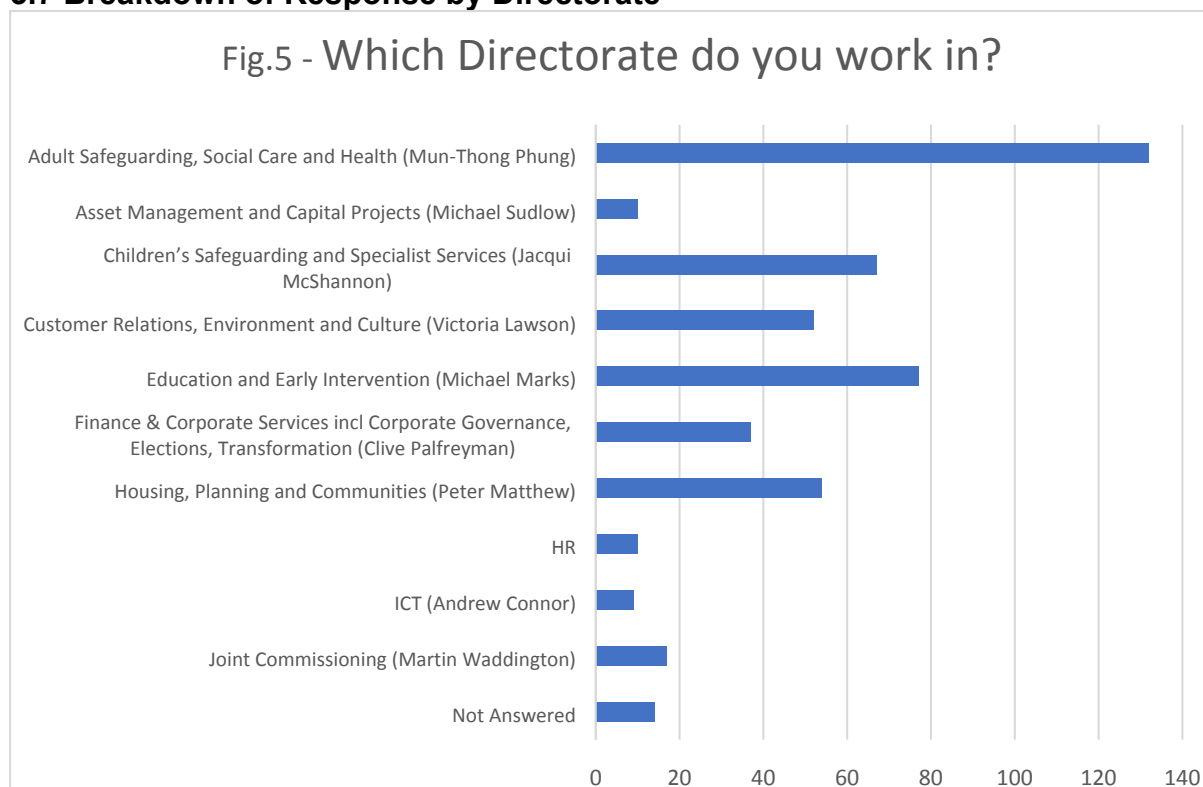


3.6.1) Out of the 479 total respondents (See figure 3 above), the majority (300(63%)) have never applied for a promotion at LB Hounslow. Of those that had applied for a promotion (173), 36 (21%) were unsuccessful in their application and 137 (79%) respondents were successful.



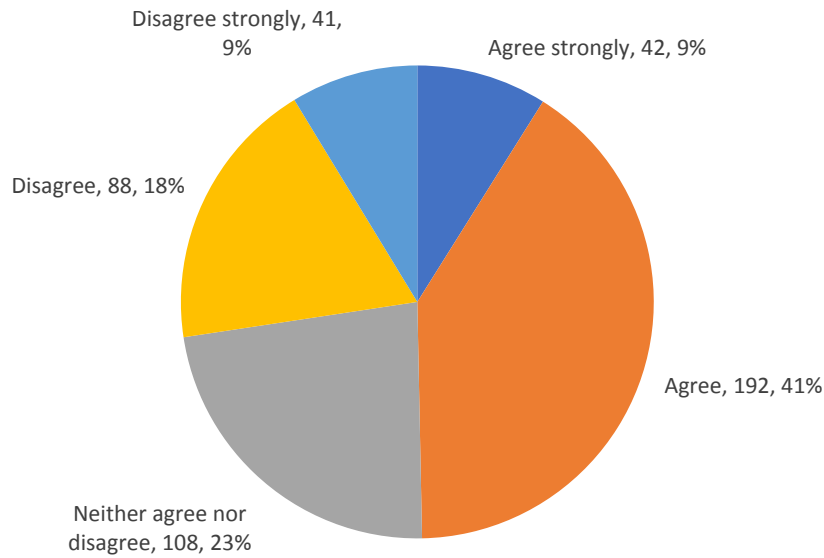
3.6.2) Of the 300 respondents who stated they had never applied for a promotion at LB Hounslow, the most popular reason given was that they were happy in their current role 122(41%), followed by 102(34%) stating that an opportunity for promotion has never arisen. 40 (13%) of respondents that did not apply for a promotion did so due to their childcare/other caring responsibilities;43 (14%) respondents did not apply for promotion because they lacked confidence

3.7 Breakdown of Response by Directorate



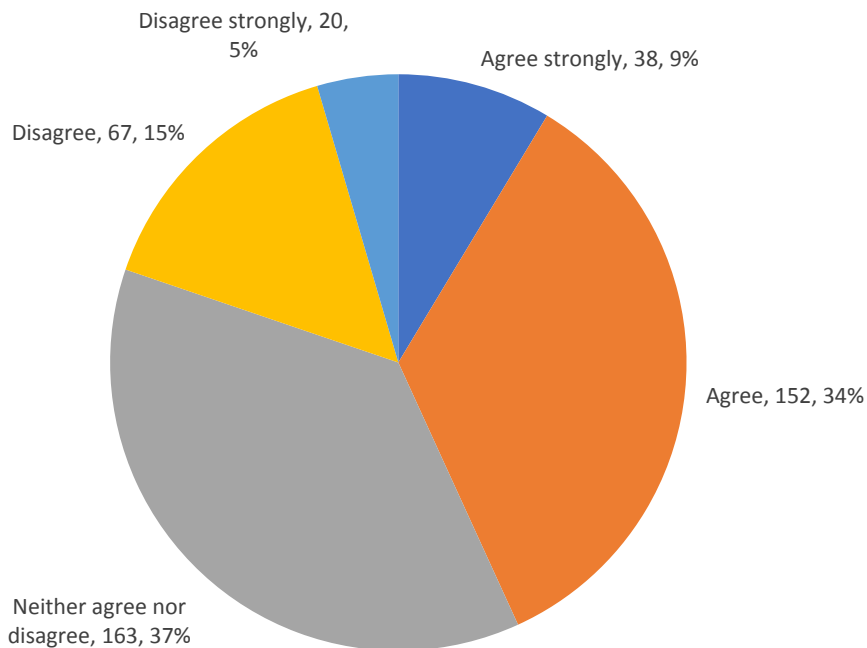
Figures 5 & 6 show the total number of respondents from each directorate, followed by a breakdown of those who stated they have never applied for a promotion and the reasons as to why not. Notable observations are that respondents from every directorate except HR & ICT have stated 'being happy in their current role' as either the most or second-most popular reason for not applying for a promotion.

Fig.7 - I believe I am paid fairly relative to my co-workers



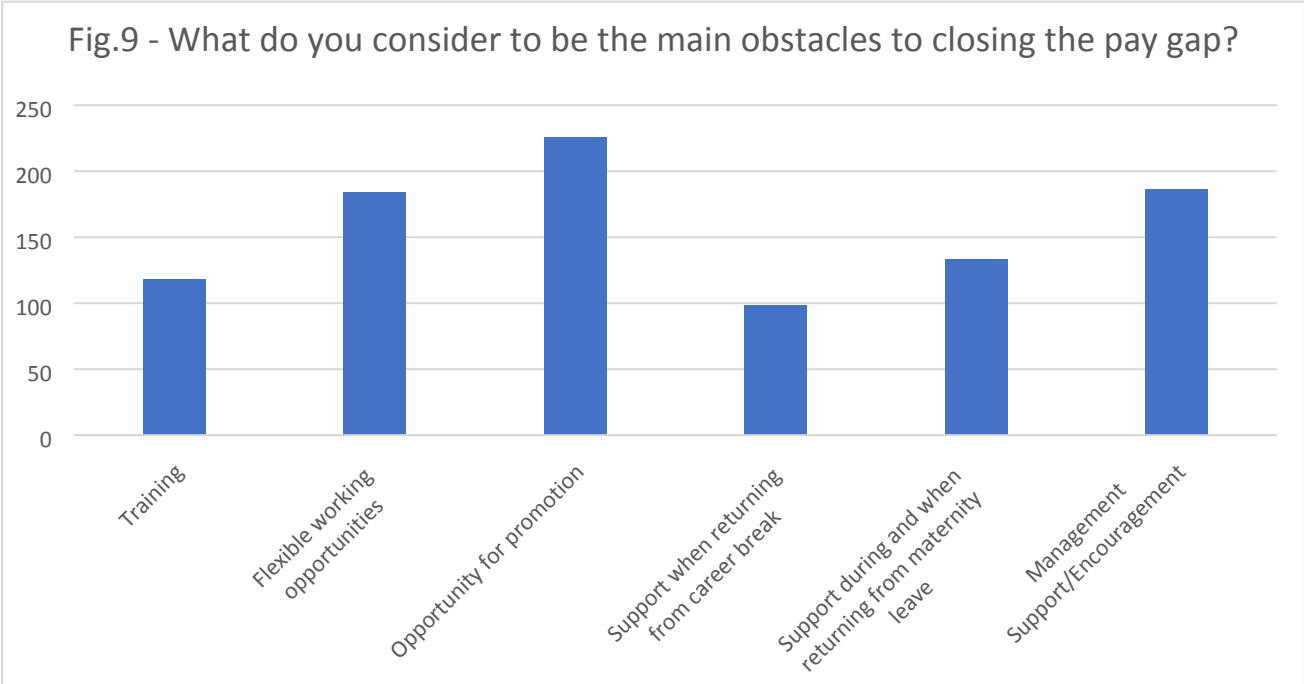
3.8 Fair Pay - 50% (234) of respondents either agree or strongly agree that they are paid fairly, relative to their co-workers compared to 27%(129) who disagree with the statement.

Fig.8 - I believe men and women are compensated equally at LB Hounslow



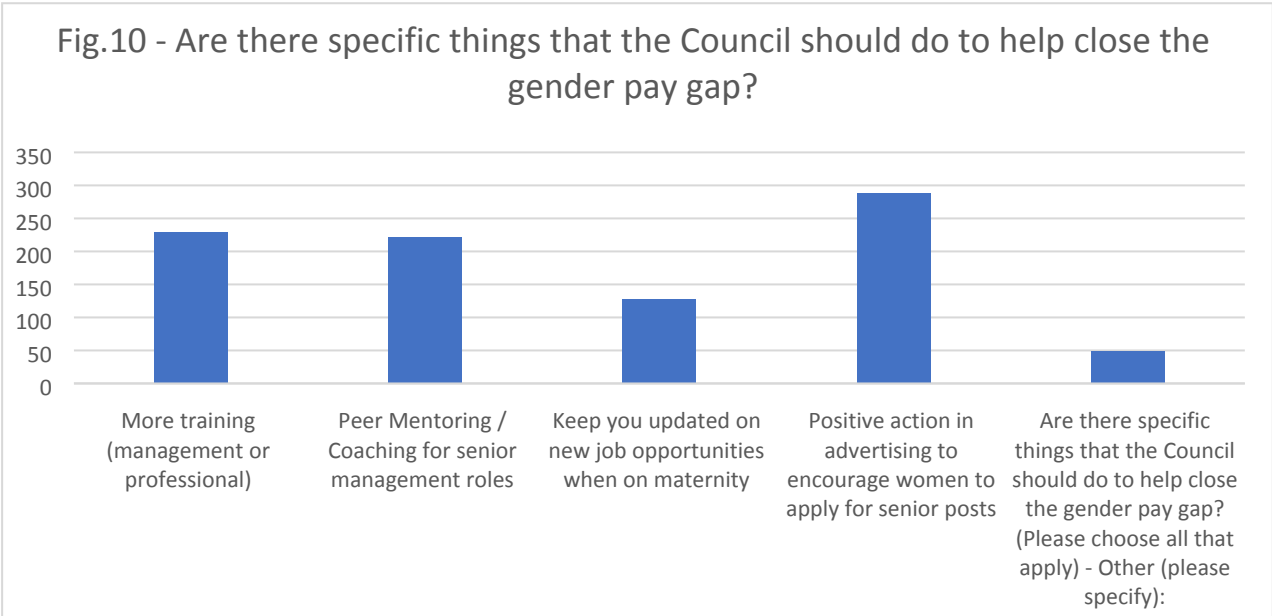
3.7.1) The majority of staff (47%(190)) believe men and women are compensated equally, this compared to the previous result. It suggests that women perceive they are paid fairly compared to their co-workers, but that they believe overall women are paid less than men. 163 (37%) of respondents neither agreed or disagreed with the statement, which may be due to a lack of pay transparency below HMG grades tween colleagues.

3.9 Obstacles to closing the Gender Pay Gap



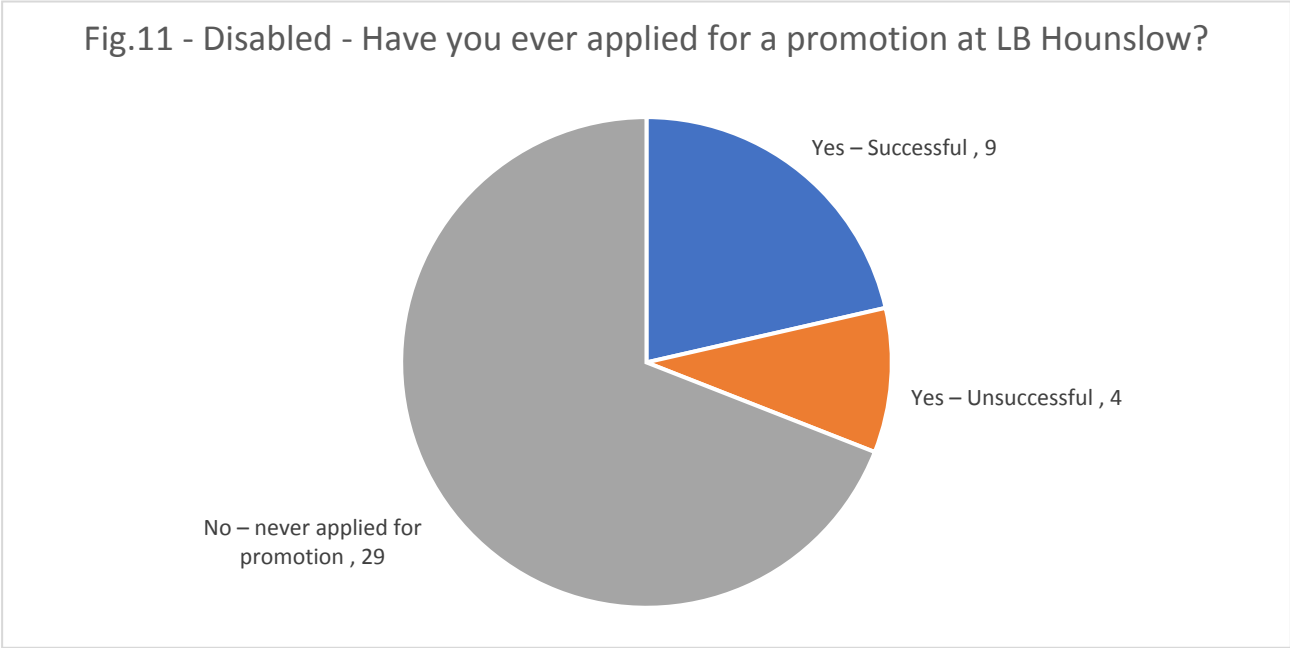
226(47%) (see figure 9 above) believe that opportunity for promotion is the biggest obstacle when considering options to close the gender pay gap, followed by management support at 186(39%);lack of flexible working opportunities at 184(38%); inadequate support for women returners at 133 (27%) and lack of training at 118 (24%).

3.10 Actions to Close the Pay Gap

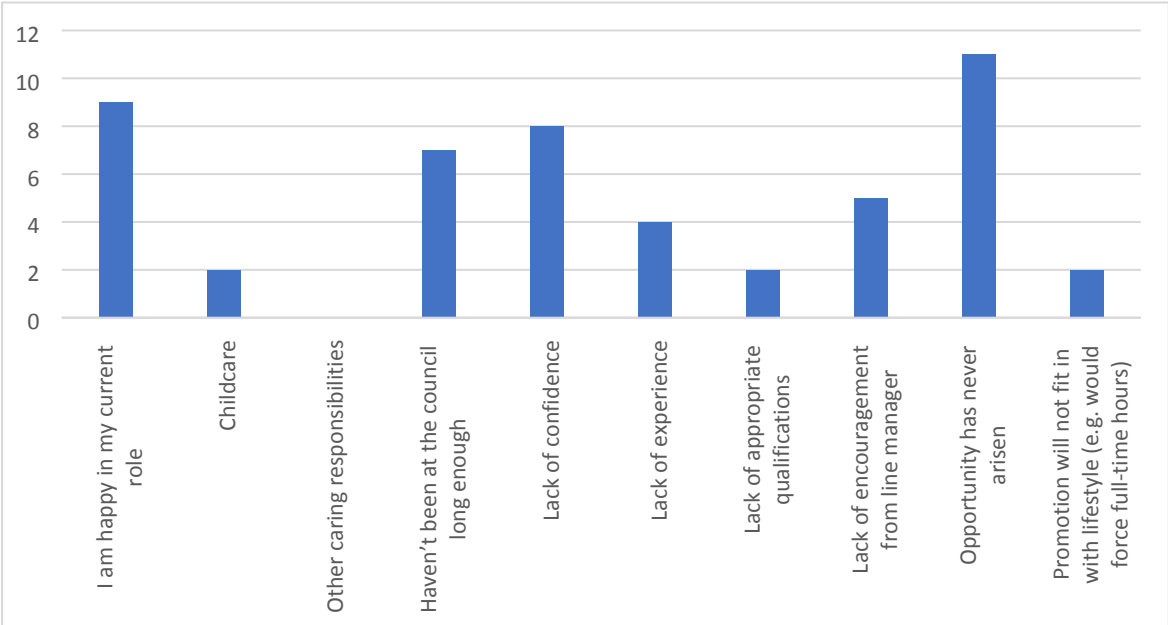


The most popular option chosen was for the Council to actively advertise opportunities to women to encourage them to apply for promotions (289(60%)); followed by access to more professional and management training at 229 and 222 responses highlighted the need for more peer mentoring and coaching opportunities for senior management roles.128 responses stated that staff need to be updated about job opportunities when on maternity.

3.11 Application for Promotion by Disabled Respondents

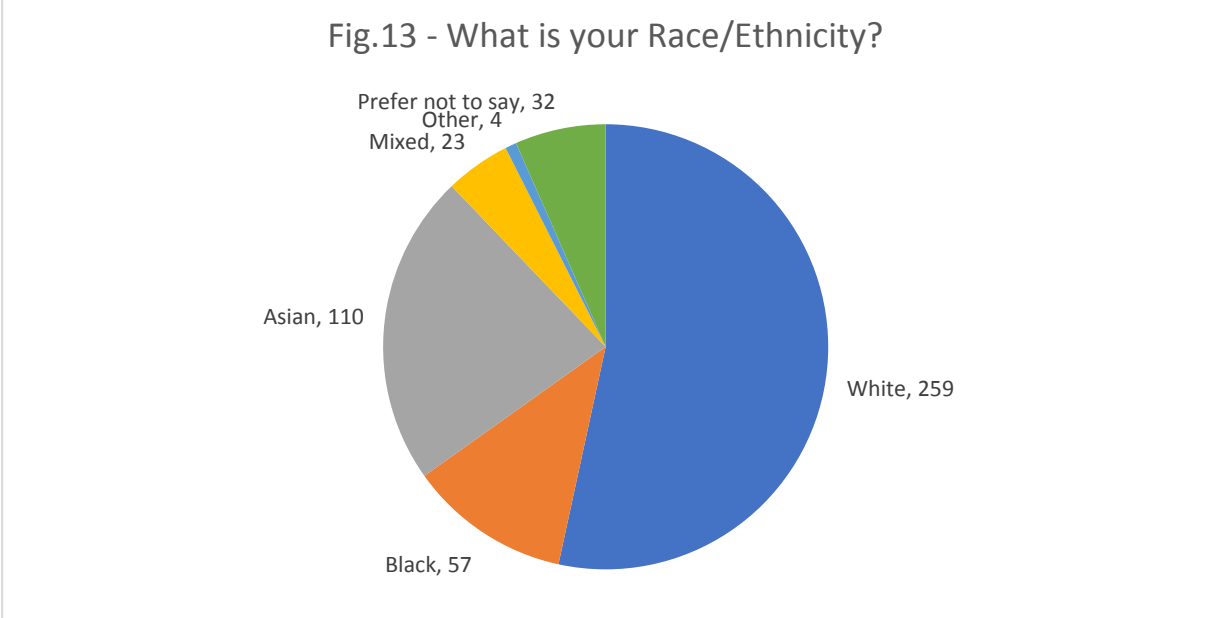


3.11.1) Of the 43 respondents who stated they have some sort of disability (a little or a lot), 29(67%) stated that they have never applied for a promotion. Of those that had applied for a promotion (14), only 4 (25%) were unsuccessful in their application, this almost directly correlates with the results found with all respondents (including non-disabled).



Of the 29 respondents who stated they have some sort of disability (a little or a lot) and have never applied for a promotion, the most popular reason as to not applying for a promotion is due to lack of opportunity (11(38%)), this almost directly correlates with the results found with all respondents (including non-disabled).

3.12 Application for Promotion by Ethnicity



259(58%) of respondents stated that they identify as White, this contrasts with the workforce profile which shows only 45% of female staff are white, 110 (24%) as Asian respondents; 57(19%) Black and 23 (5%) as Mixed Race.

3.13 Application for Promotion by Age

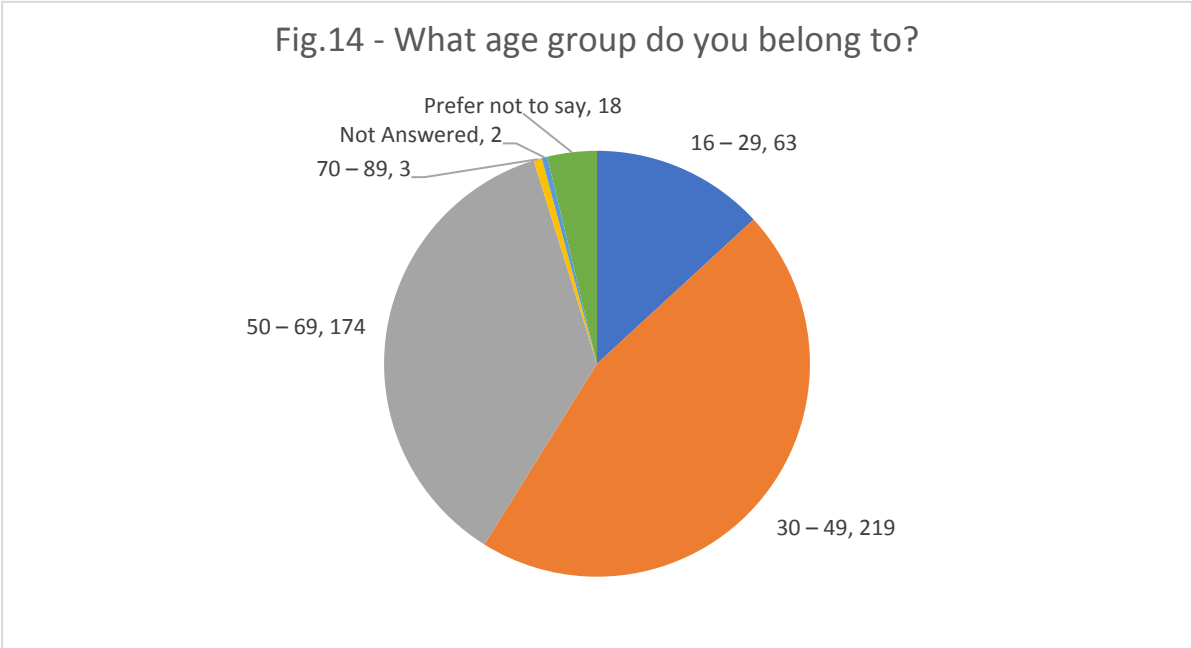
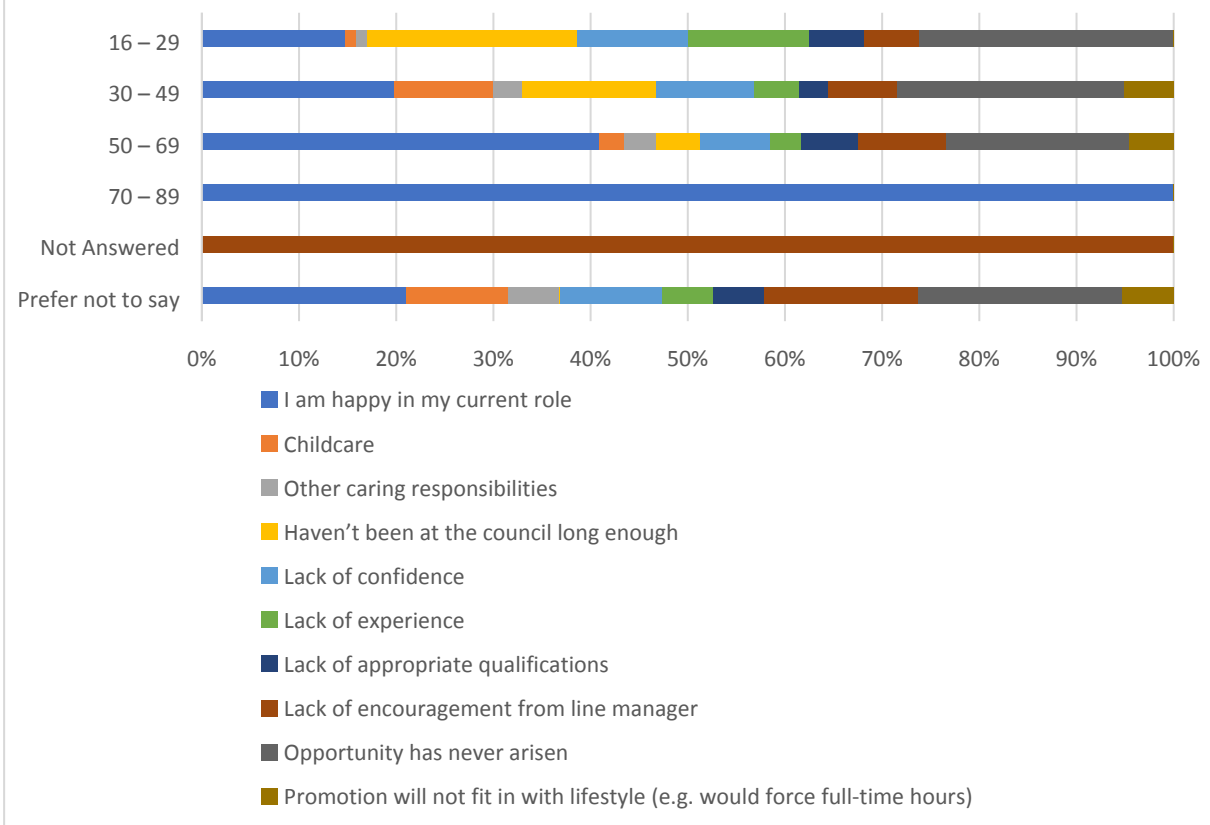


Fig.15 - Why have you never applied for a promotion at LB Hounslow?



3.13.1) Figures 14 & 15 show the breakdown of the respondents by age range, followed by a breakdown of those who stated they have never applied for a promotion and the reasons as to why not.

3.13.2) The response shows that 39% (177) respondents are aged over 50, 48% (219) respondents were aged 30-49 and 14% (63) were aged 16 -29.

3.13.3) Of those who have never applied for promotion, the rate of respondents who stated that they are “happy in their current role” increased with age, (15%(13) of 16-29, 20%(39) of 30-49 and 41%(63) of 50-69 year olds).

3.14 Overview and Summary

3.14.1) The majority 122 (41%) of female staff who completed the survey, did not apply for promotion because they were happy with their current position; followed by 102 (34%) who stated that an opportunity for promotion has never arisen indicating a need to increase opportunities for promotion eg through ‘Acting Up’ where possible.

3.14.2) 40 (13%) of respondents stated that the reason for not applying for promotion was because of child care or other caring responsibility.

3.14.3) 43 staff (14%) indicated that they lacked confidence in applying for promotion pointing to a need for targeted training and mentoring opportunities which is included as a recommendation.

3.14.4) 184 (38%) respondents stated that there was a lack of flexible working opportunities.

3.14.5) No further comments were provided to explain this apparent inconsistency with the Council policy for remote working, which by its very nature, offers significant scope for flexible working. It does raise questions as to whether some teams are still not operating to this policy. Another reason for this may be about the extent to which part time workers have access to remote working.

3.14.6) As 81 (17%) of respondents were part time workers, there may be a need to review flexible working for part time workers and a review of opportunities for part time/job share amongst higher graded posts.

3.14.7) The majority of respondents 226 (47%) identified the following general obstacles for closing the Gender Pay Gap; lack of promotion opportunities; followed by lack of management support and lack of flexible working conditions

3.14.8) Staff who completed the survey indicated that the Council should prioritise the following actions to close the Gender Pay Gap in the following Order:

- Positive Action in advertising to encourage women to apply for senior posts (289 respondents (60%) ticked this option);
- More access to Management and Professional training for women
- Access to Peer Mentoring and Coaching
- Keep those on maternity updated about job opportunities.

3.15 Conclusion

3.15.1) The survey results point to female staff being generally happy in their current jobs. However, the reported Gender Pay Gap at March 2018 in the Pay Statement 2019 continues to show an overall gap of around 5.23%(median) between the average pay for male employees compared to the average pay for women and a mean figure of 3.05%. The statement also highlighted that there are proportionately fewer women in the top quartile of earners with fewer men in the other three quartiles. The qualitative response can promote a complacency not supported by the actual Gender Pay Gap data.

3.15.2) It is therefore important that both the qualitative feedback from the survey and the actual difference in the Gender Pay Gap should inform and guide the Council's priorities to tackle the Gender Pay Gap.

3.15.3) The Council as an employer has already indicated that the pay gap between men and women is an unacceptable feature of employment practice. It creates both the impression and reality of unfairness. It is discouraging to capable and talented women and disagreeable to fair minded men. As the factors that affect the Gender Pay Gap are complex, more data analysis will be necessary to provide better insight into the differences in pay gap between the genders in specific occupations and by department.

3.16 Recommendations

The following actions are recommended to address the Gender Pay Gap:

- i) Analysing the GPG data in more detail by department and by occupation to determine whether there is an impact on the Pay Gap as a result of job segregation
- ii) Review flexible working especially for part time/job share opportunities for senior graded posts which has been considered by HR as part of the Gender Pay Statement.
- iii) Developing succession planning policy to identify female staff capable of assuming senior roles
- iv) Using Positive Action to advertise and encourage female staff to apply for promotion and where necessary to support more female staff to access Leadership, Management and Professional Courses
- vi) Using Positive Action to encourage more access to peer Mentoring and Coaching for female staff
- vii) Where feasible, using Positive Action to internally promote 'One Year Acting up Opportunities' in posts / sections where there is underrepresentation of either sexes. This would also challenge traditionally held roles by male /female staff. This could only be relied upon to respond to Gender pay Gap within departments based and supported by direct evidence and not as a blanket policy.

4.0 Key Implications

- 4.1 Success will be achieved when the difference between the Gender Pay Gap is at zero across all departments.

5.0 Comments of the Director – Finance and Corporate Services

- 5.1 Any costs associated with implementing the recommendations are expected to be contained within existing departmental and corporate staff development/ training budgets

6. Legal and comments of the Head of Governance

The legal position is set out in detail in Section 11 below.

7. Value For Money

There is no value for Money implications arising from this report

8. Sustainability Impact Appraisal

N/A

9. Risk Management

There are no identified risks arising from this report

10. Links to Council Priorities

Approval of the Action plan links to the Corporate plan to be an Ambitious Council

11. Equalities, Human Rights and Community Cohesion

- 11'1)** The Council has to give due regard to the Equalities duties in particular with respect to general duties arising pursuant to the Equality Act 2010, section 149. Having due regard to the need to advance equality involves, in particular the need to remove or minimise disadvantages, suffered by persons who share a relevant characteristic that are connected to that characteristic.
- 11.2)** The Council has considered the relevance of the Gender pay Gap differences and concluded that it is highly relevant to the duty remove disadvantages and the duty to pro-actively advance Equality.
- 11.3)** Section 158 and 159 of the Equality Act deal with Positive Action. Section 158 is a general duty which allows an employer to take 'certain positive action' measures if it reasonably thinks that:
- People who share a protected characteristic suffer a disadvantage connected their characteristic or if
 - Participation in an activity by persons who share a protected characteristic is disproportionately low.
- 11.4)** In these circumstances, proportionate steps can be taken to meet their needs or to enable or encourage them to overcome or minimise the disadvantage or to encourage participation in a relevant activity.
- 11.5)** Section 158 covers such things as job adverts, training, mentoring and other forms of encouragement for certain forms of work, but does not allow employers to take any form of positive action at the actual point of recruitment or promotion.
- 11.6)** Positive Action in recruitment and promotion is addressed by a separate and specific provision relating to recruitment and promotion under section 159 of the Equality Act 2010. Section 159 allows employers to recruit or promote someone because of their protected characteristic, in preference to another candidate, if he/she is as 'qualified as' the other candidate, provided the following conditions are met:
- 11.7)** The employer must reasonably think that:
- people who share a characteristic suffer a disadvantage connected to that characteristic
 - participation in an activity by persons who share a protected characteristic is disproportionately low; and
 - the action taken must be with the aim of, and a proportionate means of, enabling or encouraging people who share the protected characteristic to:

- overcome or minimise that disadvantage, or
 - participate in that activity,
 - and the employer must not have a blanket policy which automatically treats people more favourably in relation to recruitment and promotion because of their protected characteristic.
- 11.8)** The recommendations in this report relies on the general provisions under Section 158 provision of the Equality Act 2010 as section 159 is a new provision and it is not yet entirely clear how the employer can legitimately consider when an individual candidate is 'as qualified' as others and is therefore more likely to be challenged by a tribunal.
- 12) Staffing/Workforce and Accommodation implications:**
None
- 13) Property and Assets**
Not applicable
- 14) Any Other Implications**
No
- 15) Consultation**
The Council consulted all female staff, the Consultation team, HR, Legal and Finance and the Transformation teams. All comments have been included in the report.
- 16) Timetable for Implementation**
If agreed by Cabinet, the recommendations will be implemented with considered as part of the 'People Strategy.'
- 17) Appendices - Appendix 1 -The Survey Questionnaire**
- 18) Background Information** -Gender pay Gap report considered by Cabinet on 20 March 2018; Gender Pay Statement 12 March 2019

REPORT ENDS