

# BABERGH AND MID SUFFOLK DISTRICT COUNCILS



2018

## WHY HAS THIS REPORT BEEN WRITTEN?

The Councils are required to report annually on their Gender Pay Gap (GPG). This is the second report. The GPG results below are based on a snapshot of the pay period including 31<sup>st</sup> March 2018. The data was prepared in accordance with ACAS guidelines on what should be included or excluded. 504 full-pay\* employees formed the basis of the analysis. The Councils are required to publish their GPG data separately as they remain sovereign Councils. They have a joint workforce, however, and the combined results are therefore those that are relevant for the purposes of this report.

\*full-pay employees are those that have not had any deductions from their pay that would 'skew' the figures (for instance for purchase of additional leave).

## WHAT IS THE GENDER PAY GAP?

The GPG is the difference between female and male average hourly pay, expressed as a percentage of male average hourly pay. A positive figure means that the average hourly rate for women is less than that for men.

The requirement is to calculate and publish data on the:

- Mean gender pay gap
- Median gender pay gap
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of males receiving a bonus payment
- Proportion of females receiving a bonus payment
- Proportion of males and females in quartile pay bands

As recommended by ACAS this report contains a narrative setting out how the Councils plan to reduce their GPG, and will publish this at the same time as the results are posted. In consultation with trade unions, the Councils have developed an action plan with short and long-term actions aimed to reduce the GPG.

## THE GENDER PAY GAP CALCULATIONS

As the Councils do not pay bonus, there were only three calculations that needed to be made:

- 1. Mean average** – this is where all the hourly rates for all employees who received their full pay in March 2018 were totalled, and the figure divided by the number of employees, giving an average hourly rate of pay. This was done separately for males and females. The difference between the male and female mean average hourly rate of pay was then expressed as a percentage of the male mean average hourly pay.

Council	2017 Mean average gender pay gap	2018 Mean average gender pay gap
Babergh District Council	22.8%	20.8%
Mid Suffolk District Council	7.7%	9.2%
Babergh and Mid Suffolk Joint Workforce	13.9%	14.1%

- 2. Median average** - this is where all weekly pay rates were sorted in numerical order, separately for males and females. The median (middle) hourly rate of pay was identified for both males and females. The difference between the median hourly rate of pay for males and females was then calculated. This difference was expressed as a percentage of the male median hourly rate of pay. This is the headline rate that is quoted in the media.

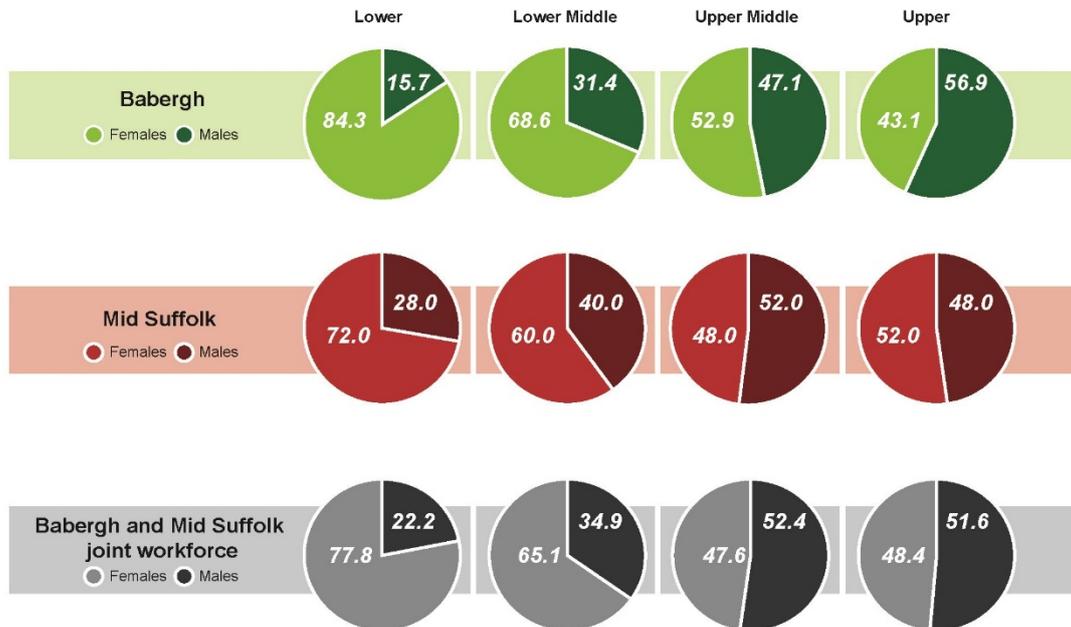
Council	2017 Median average gender pay gap	2018 Median average gender pay gap
Babergh District Council	28.3%	27.8%
Mid Suffolk Council	17.0%	17.9%
Babergh and Mid Suffolk joint workforce	19.7%	20.2%

- 3. Percentage of male and female employees in pay Quartiles** - this was calculated by sorting the weekly pay for all full pay employees into ascending order. The weekly pay amounts were divided into four even quartiles. The number of males and females in each quartile was identified and the percentage that were male and female calculated.

The numbers of full-pay employees for each council and the joint workforce:

	All full-pay employees 2018 (2017)	Male full-pay employees 2018 (2017)	Female full-pay employees
Babergh DC	204 (219)	77 (74)	127 (145)
Mid Suffolk DC	300 (313)	126 (132)	174 (181)
Babergh and Mid Suffolk DC	504 (532)	203 (206)	301 (326)

## The percentages of males and females in each quartile:



The quartiles roughly equate to grades as follows:

Lower quartile – Apprentice grade to Grade 3

Lower middle quartile – Grade 3 to Grade 4

Upper middle quartile – Grade 5

Upper quartile – Grade 6 and above

## Full and part-time employees

The median GPG for full-time employees is 4.8%

The median GPG for part-time employees is 34.5%.

This clearly illustrates and underlines that the Councils' gender pay gap is rooted in the very flexible working arrangements it provides and which are taken up mainly by women in the lower pay grades.

## How do Babergh and Mid Suffolk District Councils compare with others?

The current national median average GPG is 17.9% according to ONS (Office for National Statistics) 2018 calculations. This means that the Councils' Median GPG of 20.2% is above the national average.

Other councils in the eastern region have a much lower median GPG than the national average (roughly less than 7% GPG on average), but the individual council scores vary significantly. For example the median GPG for East Suffolk for their March 2017 report was

18.5% (female average median pay was less than males) and Forest Heath was minus 11.5% (male average median pay was less than females).

The median GPG depends on the make up of the workforce – and the numbers of male and female employees in lower paid jobs.

## **Babergh and Mid Suffolk District Councils' Workforce**

Here are some of the statistics that explain why Babergh and Mid Suffolk District Councils have a relatively high median GPG:

50% of the workforce is paid on the bottom five grades (out of 14\* grades)

70% of employees in the bottom five grades are women

100 part-time employees are in bottom five grades – 95 of which are women

8% of part-time employees are men and mostly in Grades 5 and 6

\*this includes the Trades Team on a spot salary and excludes three individual TUPE grades and spot salaries for Planning Apprentices and Graduate Trainees

The Councils offer very flexible working arrangements, promote agile working and always try to accommodate women wishing to return from maternity leave on different working arrangements. These very flexible arrangements are valued by women who still carry out the lion's share of caring responsibilities. This is the single biggest cause of the gender pay gap as the high proportion of women in the lower grades, and the way that the median gender pay gap is calculated, make it difficult to see how the gap can be significantly decreased. The Councils already have a good gender balance in the higher grades.

## **What are Babergh and Mid Suffolk District Councils already doing to address their Gender Pay Gap?**

The Councils are committed to reducing their GPG as far as possible, and their transparent approach to pay, progression and development seeks to reward all employees equally, regardless of gender. To this end, they already have many initiatives, policies and procedures in place which contribute to reducing the gap. They:

- have a robust job evaluation and grading structure which ensures equal pay for all employees.
- have a clear, consistent, single approach to pay and reward and formal authorisation processes for any changes in pay.
- have developed clear organisational values, which will highlight our culture of respect and empowerment and are developing a set of behaviours that demonstrate these values.
- have an occupational maternity pay scheme that pays higher than the statutory levels, and enhanced occupational shared parental pay.
- encourage flexible working widely, with multiple options available to all.
- have appropriate technology and sites in place to allow flexibility in when and where individuals work through our agile working ethos and policy.
- have a recruitment process that is fully anonymised up to the point of interview to minimise the risk of unconscious bias.
- promote job share for all at recruitment.
- appoint at first point of grade, except where the relevant recruiting manager can demonstrate the appointee has specific skills and competencies that warrant appointment higher up the grade. Reasons for this are recorded and monitored.
- report annually on workforce demographics.
- are currently reviewing policies including recruitment and supporting toolkits.
- carry out EQIAs on all new policies.

## **Further actions the Councils will take to reduce their Gender Pay Gap**

The Councils have the support of their Senior Leadership Team to try to reduce their GPG, and are committed to take action to try to reduce it. They will measure and report on progress annually and will continue to seek more opportunities to reduce the gap.

To do this, the Councils have formed a GPG action group. This has eight members including representation from HR, trade unions, and workforce development. This group plans to meet quarterly to check progress and identify areas of success and where further action can be taken.

An employee lifecycle approach has been used to identify areas where it may be useful to target efforts to reduce the GPG. The detailed actions are on the appendix to this report, setting out short and longer-term actions proposed.

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Report produced by Carol Williams  
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**PROPOSED ACTIONS TO ADDRESS GENDER PAY GAP**

<b>EMPLOYEE LIFECYCLE</b>	<b>PROPOSED ACTION</b>	<b>QUICK WINS</b>	<b>LONGER-TERM ACTIONS</b>
<b>Recruitment</b>	Target recruitment advertising where there is both male and female under-representation using different media and ways to reach potential applicants	✓	
	Introduce multi-male shortlists for jobs mainly occupied by women and multi-female shorts for jobs mainly occupied by men		✓
	Review advertising to attract more male applicants to jobs in the lower pay quartile	✓	
	Promote agile working, flexible working options including job share when advertising senior roles	✓	
	Identify and challenge any unconscious bias in recruitment advertising	✓	
	Review job titles for gender bias and change where necessary	✓	
	Review structure of roles/hours in areas where there is a high level of part-time working to identify opportunities to create more full-time roles which tend to attract more applications from men		✓
	Attend careers events and encourage people to apply for jobs that are not stereotypically populated by their gender		✓
	Monitor numbers of men and women that apply and are appointed	✓	
	Where possible in recruitment use standardised skills-based assessment rather than just rely on interviews		✓
	Specifically monitor recruitment in male-dominated areas of the business - what may be causing this?		✓
	Scrutinise recruitment decisions to make sure that the process used was fair and unbiased is uses standard questions and grading of responses		✓
	Review induction to ensure it works for both men and women in terms of successful 'on-boarding' and building commitment and engagement to the Councils		✓
<b>Induction</b>	Promote flexible working options and monitor take up by men and women. Check that they are not 'reserved' for lower paid occupations		✓
<b>Working conditions and terms and conditions</b>	Monitor the flexible working culture to gauge how supportive managers are and identify areas of good and bad practice		✓
	Identify successful job sharers to understand what contributes to their success and how to promote more widely in senior roles	✓	
	Promote shared parental leave and try to increase take up	✓	
	Ensure that managers keep in touch with, and update employees absent for any form of family-friendly leave and provide support on their return	✓	

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<b>EMPLOYEE LIFECYCLE</b>	<b>PROPOSED ACTION</b>	<b>QUICK WINS</b>	<b>LONGER-TERM ACTIONS</b>
	Monitor the rate of return to work of men and women following maternity, paternity, adoption or shared parental leave to resume their old jobs	✓	
	Monitor the proportion of men and women still in post a year after a return to work from maternity, paternity, adoption or shared parental leave	✓	
	Review all policies to ensure that there is no gender bias (except agreed positive action to support gender imbalance)		
	Fair recruitment training for all new managers and refreshers for existing including unconscious bias.	✓	
<b>Training and development</b>	Coach and train managers on flexible working options and agile working to remove barriers for those seeking to work part-time and/or flexibly		✓
	Promote career development for women, exploring the use of the Apprenticeship Levy and dedicating funds for this purpose	✓	
	Review evaluation forms for training and development to seek feedback on whether it helped women to aspire to more senior level roles	✓	
	Consider support with childcare arrangements as well as locally delivered training to enable women to attend who who might not otherwise be able to		✓
	Promote membership of SCC's Women's Network the aims of which are to provide support and shared experiences for women and for those wanting advice and positive actions to progress in their careers	✓	
<b>Support and mentoring</b>	Actively promote the coaching and mentoring scheme	✓	
	Ensure that the Councils remain equal pay employers and that job evaluation remains objective and unbiased		✓
<b>Pay and reward, development and promotion</b>	Monitor the numbers of men and women achieving promotions		✓
	Monitor take-up of development opportunities of men and women		✓
	Monitor starting salaries of men and women	✓	
	Monitor the numbers of men and women in each pay grade	✓	
	Consider other elements of reward than pay		✓
	Seek views from employees that will identify the levels of job satisfaction and engagement they feel - look at gender split and potential actions to address		✓
<b>Satisfaction and engagement</b>	Monitor turnover of men and women and types of jobs	✓	
<b>Leavers</b>	Encourage completion of exit questionnaires which include reasons for leaving for HR BPs to analyse	✓	