



# SLOUGH BOROUGH COUNCIL

Gender Pay Gap action plan for the future

June 2018



## EXECUTIVE SUMMARY

Slough Borough Council (SBC) engaged with RSM to undertake its first set of gender pay gap calculations (published in March 2018) to ensure an independent verification of the figures was achieved from its auditors. This was undertaken as part of SBC's wider RSM audit. RSM then assisted with a review of the background data and advised on the gender pay action plan in partnership with Christine Ford, Equality and Diversity Manager and Surgit Nagra, Service Lead, People Services.

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## FINDINGS AND COMMENTARY

**“At Slough we are continuously striving for greater diversity and gender balance across our whole workforce. Research\* shows these teams outperform others as well as better serving the communities we work for” Surjit Nagra, Service Lead, People Services.**

\*[McKinsey&Company, “Delivering through Diversity”, January 2018.]

Slough Borough Council’s (SBC) reported pay gap in March 2018 was 12.5%. This is better than the national average gender pay gap of 18.4% and around average for the public sector. However, the pay gap is not fixed in any organisation. It remains fluid and several actions since the actual snapshot date of 31 March 2017 have occurred that will have impacted on our figures further. Notably, these are the Senior Management Restructure of October 2017, which affected positions at Service Lead level (£65K per annum) and above, and the transfer back in house of around 120 employees working in a previously outsourced function; the majority of these employees are men.

Local government as a sector employs more women than men. SBC follows this trend, with women making up more than 60% of the workforce. 60% of job applicants in 2017 were women and the council strives to be an employer that is committed to equal opportunity, where women at all levels and positions can thrive. The council has a range of policies to support work life balance including Smart and Flexible working and offers enhanced maternity and paternity pay. An inclusive work culture is promoted through staff training and Dignity at Work policies. All council jobs are externally evaluated for pay grading and there are clearly defined pay structures at all levels, which are published on the council web site. The council does not pay performance related bonuses.

Generally, like many organisations the overall generic causes of the gender pay gap at SBC are:

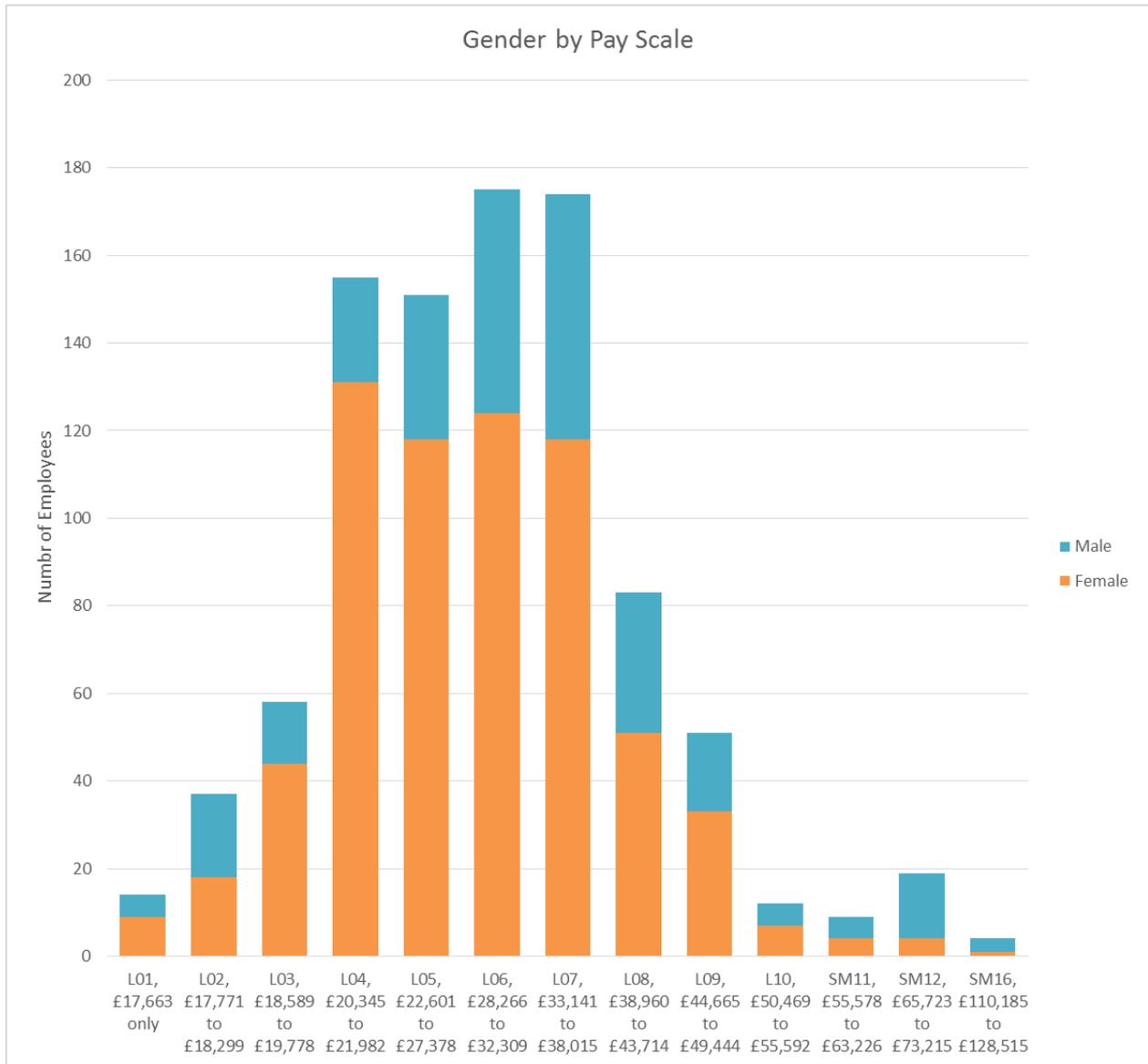
- The predominance of women in lower paid roles, many of whom are working part-time;
- Pockets of gender occupational segregation, with female-dominated sectors such as administration and care being lower-paid and male-dominated sectors (planning, transport etc) tending to be higher paid, qualified professional positions;
- Men occupying the most senior positions in the organisations.

Since the reporting of the pay gap figures in March, initial workforce analysis has already commenced. In April 2018, the council conducted a detailed analysis of pay grade by gender. The following graph shows the gender breakdown of employees in each of the main salary grades within the council. Although there are some other pay scales that fall outside these main SL grades, the majority of SBC staff are employed on these terms:

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*Analysis of main pay grades by gender, April 2018. These figures only include directly employed staff. SBC has a separate Chief Executive pay grade but this post is currently being recruited to on a permanent basis and is being covered by an interim. This data does not include the DSO service who are still under separate terms and conditions following the recent TUPE transfer.*

This analysis shows that women tend to be well-represented and indeed in the majority up to pay grade SL 10 (£55,000 pa). However, there is a significant inverse in these at the most senior management grades, where men occupy the majority of positions. The challenge for us moving forward is to better understand *why* women are generally so well represented across the majority of the organisation and in middle management grades, but this has not translated into better representation at the most senior levels.



## ACTION PLAN

The action plan will therefore focus on the following areas, looking at *recruitment, progression and culture*.

SBC's three-point action plan towards greater gender diversity:

Action Point	How	Approach	When	Measurable Outcome
1. A clear understanding of the workforce dynamics and issues affecting women in the organisation.	Systematic analysis into the workforce life cycle (recruitment and progression) and its interaction with gender, looking at qualitative and quantitative data.	A further analysis of the Agresso Human Resources data  Gathering views of colleagues about gender equality at SBC via a series of focus groups / workshops.  SBC will ask staff to contribute their views via the annual engagement survey.	June 18 -March 2019	The identification of any barriers to attraction, retention and progression in relation to female employment at SBC
2. A review of the recruitment process at SBC, with a particular focus on recruitment into senior management positions.	A review of the various recruitment channels/media being used at SBC to ensure a diverse range of candidates apply.  A review of job packs and adverts to ensure "gender neutral"	Desk top review and interviewing	Sept 18-Jan 19	To identify specific barriers to attracting female candidates in the application process for senior roles

	language and consistency of message re. diversity and inclusion			
	A review of the recruitment panel make-up and a commitment to balanced panels.	Desk top review and interviewing	Sept 18-Jan 19	Monitoring report of recruitment panels for positions SL10 and above and identification of any barriers to gender balanced panels
	To undertake a series of best practice recruitment training including coverage of unconscious bias	Workshop based training; covering the legal obligations recruiting managers need to be aware of, as well as specific training on how to eliminate discrimination and unconscious bias from the recruitment process	Sept 18-Mar 19	To ensure that all recruitment managers are aware of what unconscious bias is and the affect it can have on the recruitment process
	SBC will improve scrutiny of shortlisting for all senior management roles	SBC will monitor candidate progression and shortlists for all positions above SL10	On-going	To improve gender diversity at senior management levels.
<b>3. Enhancing Progression for</b>	SBC to launch a mentoring,	There is a council wide		To reduce occupational

<b>Women at SBC</b>	career advisory intervention aimed at women in the organisation	initiative in relation to mentoring which SBC will roll out in 2018/2019 and gender diversity aims will be built into this programme	Jan 19	segregation  To improve gender diversity at senior management levels.
		Establish a Women's Network	Jan19	
		Investigate options for a dedicated Women's Leadership programme	Nov 18	
	SBC to consider the application and impact of internal progression across the organisation e.g. career moves sideways into different departments and internal secondments	SBC to use the Slough Academy initiative to encourage mentoring and skill enhancement across the council departments	Nov 18 and onwards	To reduce occupational segregation  To improve gender diversity at across all levels



## FINAL COMMENT

This action plan will be implemented by the People Service, SBC, with oversight from the Diversity and Inclusion Steering Group.

The SBC senior leadership will review and monitor these steps a minimum of every six months to ensure gender equality remains high on its agenda.

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