



East Herts Council - Gender Pay Gap Report 2022



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Introduction

In 2017 the government introduced legislation that made it statutory for organisations with 250 or more employees to report on their gender pay gap by 30 March 2018 and annually thereafter. East Herts Council published its first gender pay gap report in March 2018.

The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation. It is expressed as a percentage of men's earnings.

The data the Council is required to provide includes mean and median pay gaps; mean and median bonus gaps; the proportion of male and female employees who received bonuses; and the proportion of male and female employees in each pay quartile.

The gender pay gap is different from equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

This is East Herts Council's report for the required snapshot date of 31 March 2022.

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

Review of action plan

Rather than create new actions, in the 2021 gender pay gap report we listed the gender based equality actions in the general equalities action plan (published in September 2021). Here we report our progress for each action.

We said we would:

- Continue to ensure that all staff complete the equality and diversity module as part of the mandatory e-learning training programme. Offer further equalities based training as identified by annual training needs analysis undertaken by the OD and HR Co-ordinator.
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Our progress:

- 85% of staff completed the equality and diversity module as part of the mandatory e-learning training programme. This training will be refreshed and rolled out again in 2023 as part of the performance development review process. No other equalities-based training was held in 2022.

We said we would:

- Continue to provide flexible working opportunities including blended working to support women and job progression.

Our progress:

- The blended working arrangements that were introduced on a trial basis in November 2021 remain in place; the scheme is currently under review but is expected to continue and be extended. New starters are able to join the blended working scheme (subject to their role being eligible) and blended (hybrid) working is stated in all relevant job adverts to attract candidates and compete with other employers. All employees are able to request flexible working in line with the Council's Flexible Working policy.

We said we would:

- Each interview panel chair to continue to give consideration to the diversity of the interview panel and where possible try to ensure the panel is diverse. Where this is not possible try to ensure that other elements of the panel show staff diversity, for example 'meet the team' sessions to demonstrate the diversity at East Herts and to appear as welcoming as possible to applicants of all backgrounds.

Our progress:

- The HR team have been encouraging managers to try to ensure that interview panels are as diverse as possible and some 'meet the team' sessions have taken place. Ultimately some teams are limited in terms of how diverse they are so it is not always possible to demonstrate a full range of diversity in every recruitment process.
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We said we would:

- Work with Communications to add to the existing set of staff case studies on the Council's recruitment pages and develop more variety. We will continue to try and demonstrate diversity in our workforce and if possible they will include men in roles in the lower quartiles (especially in Customer Services and Administration) and higher graded female employees. Willing employees would need to be identified to become case studies but we need role models to try to break down more traditional stereotypes and career norms.

Our progress:

- The case studies have been finalised and are on the council's careers site which is included with our package with the ATS provider. This is where all of the council's jobs are advertised. We will continue to refresh case studies aimed at attracting both genders but especially men into lower quartile roles where this is possible.

We said we would:

- Implement an ATS that will include an electronic application form which automatically directs applicants to the equalities monitoring form and also enables name blind recruitment

Our progress:

- This was implemented in August 2022, later than planned due to delays with IT and name blinding. Unfortunately, the system has had to be implemented without name blinding as the system was losing key data from the CVs in the name blinding process. We are waiting for an alternative solution from the ATS providers.

We said we would:

- Deliver management development in 2022 to all line managers to cover Recruitment, Performance Management, Managing difficult behaviour, and Managing Absence. This will upskill and support development of all managers including junior managers/team leaders where we have high numbers of women (Pay Quartile 2 = 63% and Pay Quartile 3 = 86%) who we will therefore further support in terms of development and then hopefully progression into the upper quartiles of pay.
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Our progress:

- The management development programme has been developed and is due to be delivered in early 2023.

Gender Pay Gap Analysis

Mean and Median Gender Pay Gap Figures

Table 1.0 shows that the Council's mean gender pay gap is 19% and the median gender pay gap is 24%. Table 2.0 shows that there is no bonus pay gap as the Council does not make bonus payments.

Table 1.0 Gender pay gap

	Gender pay gap 2022	Gender pay gap 2021	+/- percentage points
Mean (Average)	19%	18%	+1%
Median (Middle)	24%	17%	+7%

The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation. It is expressed as a percentage of men's earnings.

Table 2.0 Gender bonus gap

	Gender bonus gap 2022	Gender bonus gap 2021
Mean (Average)	0%	0%
Median (Middle)	0%	0%

Table 3.0 Proportion of employees receiving a bonus

Proportion of employees receiving a bonus	
Men	0%
Women	0%

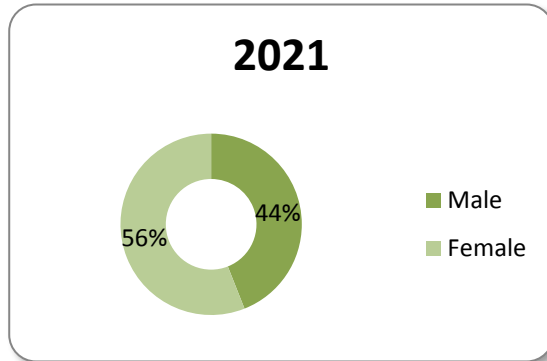
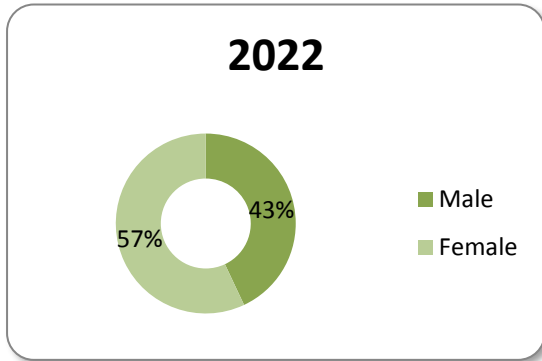
The Council's mean gender pay gap has increased by 1 percentage point when compared to 2021. The Council's overall headcount has reduced by 17 since 31 March 2021 (from 324 headcount last year to 307 this year). This equates to 8 less male and 9 less female employees. As there are far fewer men employed by the Council, the number of men employed by the Council have reduced proportionally more than the women (the ratio as at 31 March 2022 was 27% male to 73% female compared to 31 March 2021 where the ratio was 28% male and 72% female). As the mean is an average calculation but it is averaged over a smaller number, this has brought the mean hourly pay rate for men up further than for women. In addition, the lowest male earner in 2021 has now left the council and the lowest earner in 2022 is on a higher pay point than the lowest male earner was in 2021 so this will have caused an increase in the mean as it is an average calculation.

The median figure represents the 'typical' man or woman (i.e. the man/woman in the middle of the male/female pay range) and is due to the greater proportion of men in the upper pay quartiles compared with lower pay quartiles, and a greater proportion of women in the lower pay quartiles compared with the upper pay quartiles. The median gender pay gap has increased by 7 percentage points when compared to 2021. This is because there are less men in the lowest pay quartile (10% down from 17% in 2021). This means the middle value has moved up to be a higher pay point than it was last year.

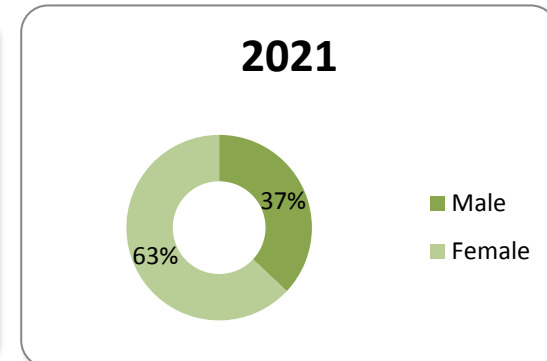
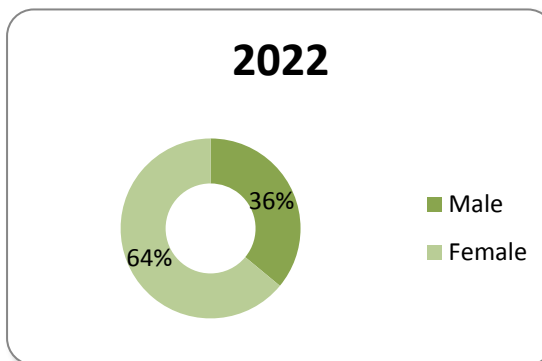
The Council is committed to the principle of equal opportunities and equal treatment for all employees. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other protected characteristic). As such, we have a pay and grading structure agreed with Unison; have a published pay policy statement and evaluate all jobs using the HAY job evaluation method. The Council is confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work.

Pay quartiles

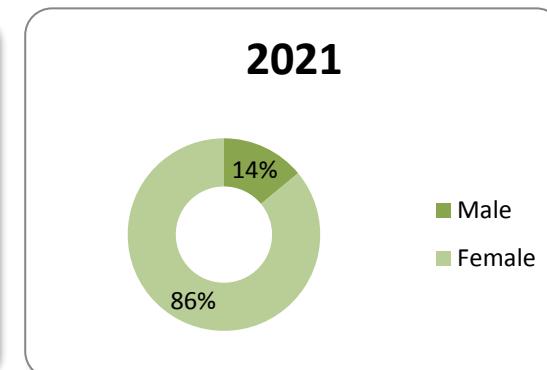
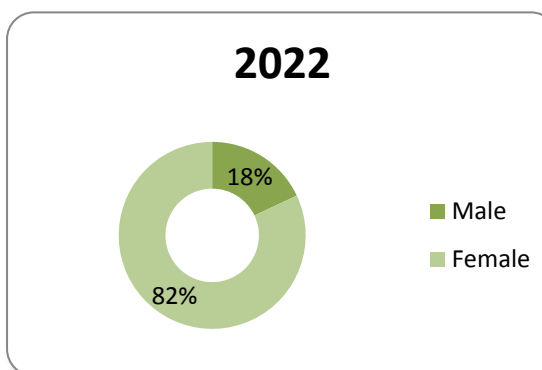
Quartile 1 (upper quartile)



Quartile 2 (upper middle quartile)



Quartile 3 (lower middle quartile)



Quartile 4 (lower quartile)

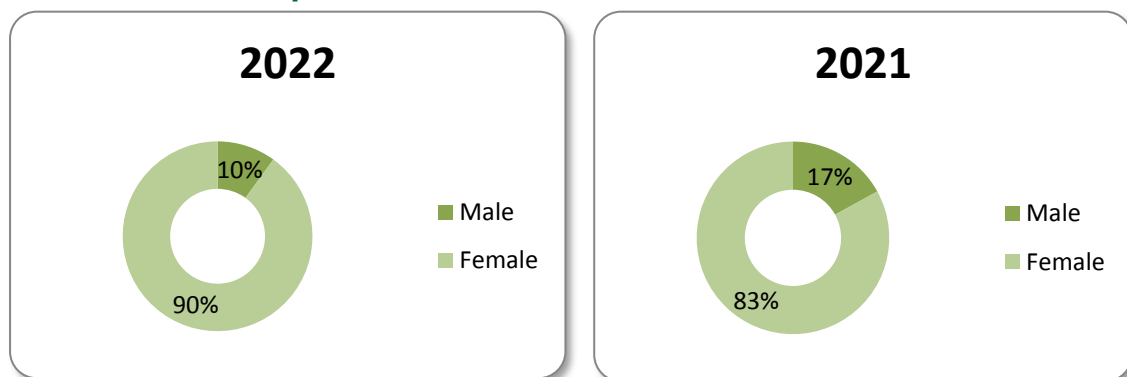


Figure 1.0 Pay quartiles by gender

Figure 1.0 above depicts pay quartiles by gender. This shows the Council's workforce divided into four equal-sized groups based on hourly pay rates, with Q1 including the highest-paid 25% of employees (the upper quartile) and Q4 covering the lowest-paid 25% (the lower quartile). In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each quartile. There are actually more women in all four quartiles but this increases as you move down the quartiles meaning the median pay gap increases. As stated above, men make up 27% of the workforce compared to 73% women meaning that men are just over a quarter of the workforce therefore a small change in the number of men makes a more significant difference compared to women.

The data shows that for each quartile other than Q3 the percentage of males has dropped due to turnover (Leavers/Starters) in 21-22 by a reduction in headcount of 8 men compared to 9 women. The biggest decrease is in Q4 where the percentage of males has dropped by 7 percentage points, in Q1 and Q2 it has dropped by 1 percentage point. In Q3 the percentage of males has increased by 4 percentage points but due to the decrease at Q4 this has made no impact and the gap has widened.

In order to most significantly reduce the gender pay gap there would need to be further increases in the proportion of men in Q3 and Q4. The types of roles typically found in the Council in these quartiles tend to be customer facing or administrative, often part-time in nature and currently are occupied predominately by women. The Council has outsourced services such as IT, Waste and Grounds Maintenance which are predominately male dominated areas of work but also more likely to be paid in Q3 and Q4. If these services remained in-house the proportion of male and female employees in the lower pay quartiles should be much more even.

The gender segregation in some occupation groups that we experience at the Council is typical for many organisations. In the UK men have a high employment share in skilled trade and high-skill occupation groups (chief executives and senior officials, and managers and directors). In contrast, women have the highest employment share in caring, leisure and other service occupations. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children (ONS, 2018).

Closing the gap (actions for 23-24)

The Council is in an unusual position in that the gender pay gap is not due to fewer women working in more senior roles than men but because at the lower grades there is a much higher percentage of women than men. All quartiles are dominated by women, at Q1 it is 57% women and 43% men, at Q2 it is 64% women both have increased slightly (by 1 point) but because the percentage of men remains very low in Q3 (18% up from 14%) and Q4 (10% down from 17%) the gap has widened overall.

The Council remains committed to trying to reduce the gap but this is an ongoing challenge due to the gender dominance in certain occupation groups, as mentioned previously as well as the difficulty of trying to attract men into lower paid jobs to create more balance. The transformation programme to make savings will also seek to automate more of the lower skilled paid jobs so this will become more challenging.

The council will continue to promote diversity and continue to support flexible working in line with business needs, including 'blended working' across all levels which allows most staff to work 50% from home as well as continuing to support flexible working requests which can support caring responsibilities which makes opportunities more attractive to women but as stated the main issue is attracting men into our lower quartiles. Jobs in the lower quartiles are a mix of full and part time but through requests more are part time which are more attractive to women staying in such roles.

Apprenticeships are now funded directly by service budgets but the need to meet significant savings and automate basic functions has meant there is currently only one apprentice in Planning which is occupied by a male. We will continue to look at apprentice roles which are attractive to both genders but current savings targets and potential redundancies have meant this investment has had to be slowed.

We have already taken forward several actions since the Council's first gender pay gap report in 2017 and will continue to build on these. Rather than create new actions, the actions below have been taken from the general equalities action plan (published in September 2022) which already considered gender based equality actions for the Council:

- Continue to ensure that all staff complete the equality and diversity module as part of the mandatory annual e-learning training programme, which includes training on unconscious bias in recruitment. Offer further equalities based training as identified by annual training needs analysis undertaken by the OD and HR Manager.
- Each interview panel chair to continue to give consideration to the diversity of the interview panel and where possible try to ensure the panel is diverse. Where this is not possible try to ensure that other elements of the panel show staff diversity, for example 'meet the team' sessions to demonstrate the diversity at East Herts and to appear as welcoming as possible to applicants of all backgrounds.
- Continue to investigate with the ATS provider how to name blind CVs without losing key data

Additional supporting actions being implemented:

- Continue to refresh case studies aimed at attracting both genders but especially men into lower quartile roles where this is possible.
 - Once all managers have been trained in recruitment as part of the management development training in 2023, publish a list of all interview trained managers to encourage recruiting managers to select a mixed panel in terms of gender.
 - Investigate using Plotr which is a Government supported website that connects young people (aged 11-24) to the world of work. Employers can add information about apprenticeships, work experience and entry level roles in order to try and attract young people to work for them. It is hoped that by encouraging more younger people into entry level roles there might be a better mix of males and females.
 - The upcoming recruitment campaign for Planning where salaries and progression are both positive includes a video with four members of staff, three of which are women (providing role model case studies). The video sets
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out the flexibility offered and progression available. The Head of Service and both Service Managers are women, although East Herts needs to attract more men into lower paid jobs we also continue to ensure our senior roles are attractive to women.

- In addition to management training for current line managers, East Herts is also developing a 'First Step' Introduction to Management Course, the first will be a cohort of 10 who apply with their manager's support, and as well as training mentors will be provided. This scheme is also hoped to attract both genders but with women dominating East Herts especially at Q3 and Q4 it is expected that a number of female employees will apply and that this should support progression in the future.
- As stated above, the management development programme for current line managers should also support future female progression. As can be seen both Q1 and Q2 have increased in terms of the female split (now 57% in Q1 and 64% in Q2). East Herts does promote women and does attract women into management roles, the main factor continues to be that it is only Q1 where men represent more than 40% and in Q3 (18%) and Q4 (10%) it is reducing. The Council is undertaking a Transformation Programme which aims to automate more tasks through better online services

Statement

I, Richard Cassidy, Chief Executive of East Herts Council, confirm that the information in this statement is accurate.

Signed *Richard Cassidy*

Date

References

Office for National Statistics (ONS), 2018. *Understanding the pay gap in the UK*
[online] Available at:

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/understandingthegenderpaygapintheuk/2018-01-17>
