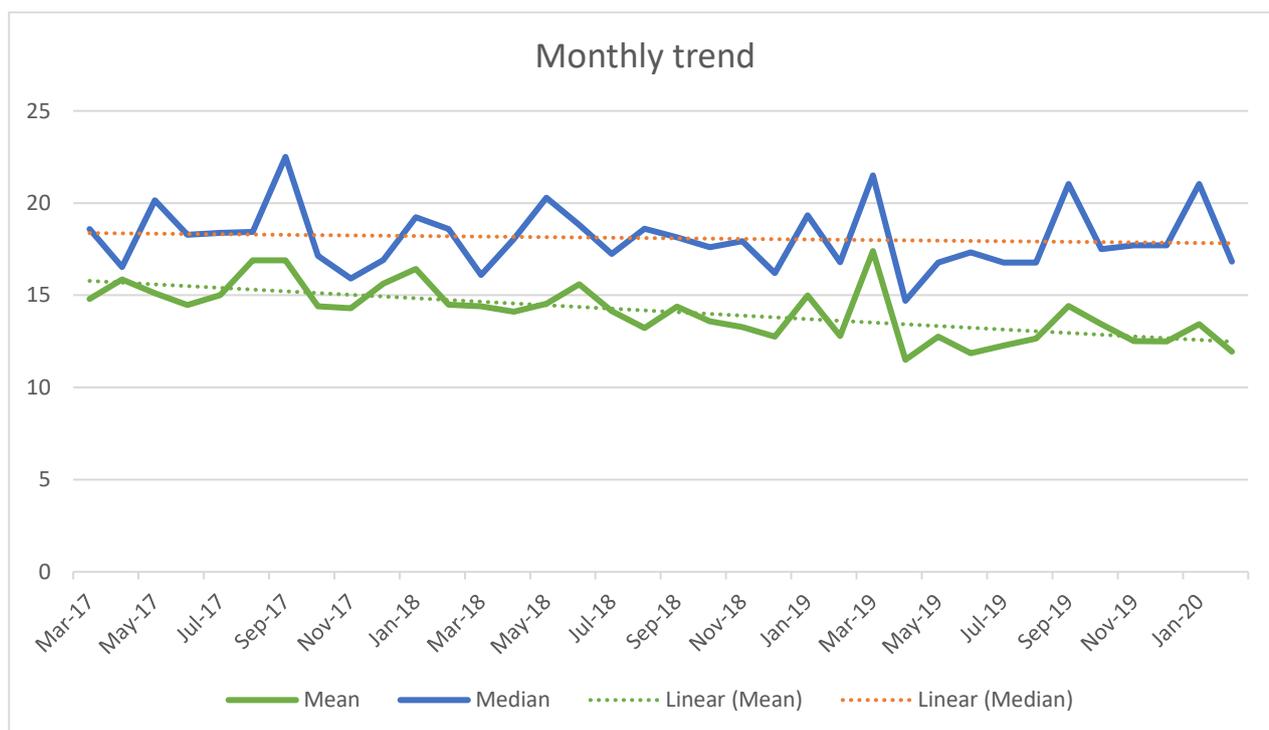


Suffolk County Council: Gender Pay Gap Report 2019/20

Introduction from the Head of HR, Performance & Change

Suffolk County Council's mean and median Gender Pay Gap has reduced since reporting started. There is a declining monthly trend since March 2017, and this continues up to February 2020. There are significant fluctuations in the mean and median gaps each month relating to how the mean and median gap is required to be calculated; taking in all elements of pay. So, the number of additional hours and overtime paid or when annual pay increases are made to different groups of staff will have a corresponding impact on the gender pay gap in each period, as the graph below demonstrates. Crucially, despite these fluctuations, our overall trend is downwards over the last three years.



We are required to publish our Gender Pay Gap figure for the reporting period ending 31 March 2019. In March 2019, we took the decision to move On-Call Firefighters from being paid two months in arrears, to paying them one month in arrears, which is in line with the wider SCC workforce and as a result we correctly paid them two months' worth of pay. As On-Call Firefighters are predominately male, this has had an adverse impact on our Gender Pay Gap in this reporting period, as this double payment has increased the average pay for men significantly and correspondingly the gap between average pay to increase too. The table below shows that in the preceding and following months (February and April 2019) our mean and median gender pay gap is actually an improvement from the previous year; the gap has reduced, as the trend illustrates, however in the required reporting period ending 31 March 2019, taken on its own, it appears our Gender Pay Gap has actually increased, which isn't the case.

Reporting period	Mean	Median
31 March 2017	14.8%	18.6%
31 March 2018	14.4%	16.1%
28 February 2019	12.8%	16.9%
31 March 2019	17.4%	21.5%
30 April 2019	11.5%	14.7%

It is regrettable that we are required to publish a figure which whilst accurate and reflects

the exceptional circumstances in the specified reporting period but does not accurately reflect the progress SCC have made and continues to make in reducing its gender pay gap.

As in previous years, this report illustrates that SCC's gender pay gap is related to the gender composition of our workforce; we have a high population of women working in lower graded roles which, despite having a high population of women in senior and higher paid roles, adversely impacts the average pay of women employed by the authority. The Office for National Statistics in their "Gender pay gap in the UK: 2019" identify that women over 40 years are more likely to work in lower-paid occupations and, compared with younger women, are less likely to work as managers, directors or senior officials nationally. 71% of our workforce is female and 54.3% is over 45, showing SCC reflects these national trends.

SCC is committed to acting to reduce and/or eliminate its gender pay gap. Just this year we have seen the percentage of females promoted, who work part time, increase significantly to 51% from 31.8% last year and the proportion of females in Senior Manager roles increase significantly since 2011.

I am confident that the actions detailed in this report will, over a number of years, encourage greater diversification in the workforce and support the creation of an inclusive culture where women and men choose to work in services which have previously been under represented by their gender.

I can confirm that data reported by Suffolk County Council is accurate and has been calculated according to the requirements and methodology set out in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 and using the standard reports provided by our HR Management Information system software supplier.



A handwritten signature in black ink, appearing to read 'J Bray'.

Jeanette Bray
Head of HR, Performance & Change

Each year public sector organisations who employ 250 or more people are required to publish their gender pay gap, using six different measures, as at 31 March each year. The report must be published, on the organisation's website and on a dedicated government site, by 30 March the following year.

What is the Gender Pay Gap?

The gender pay gap is a measure of the difference between the average pay men receive and the average pay women receive. It is not 'equal pay'.

A positive pay gap means that females on average earn less than males. A pay gap of zero means the average pay of men and women is the same. A negative pay gap means that the average pay of female employees is higher than that for males.

What is equal pay?

Equal pay means that there should be no difference in the pay and contractual terms of a woman and a man doing the same or similar work (or work of equal value) for the same employer. It is unlawful to pay people unequally because they are a man or a woman.

What is the national Gender Pay Gap?

Last year was the second time all organisations employing 250 or more individuals were required to publish their gender pay gap. The Gender pay gap service publishes all the data for organisation who submitted their report and this data shows:

- The mean national Gender Pay Gap is 14.2%
- The median national Gender Pay Gap is 11.9%

There is an expectation that where a gender pay gap exists employers will take actions to increase the number of females in senior roles, ensuring that their reward strategies, policies, practices and procedures reduce any gender pay gap and, in particular, remove any obstacles having a negative effect on the pay of female employees (or potential employees) or from applying for jobs or promotions.

What are the measures which need to be published?

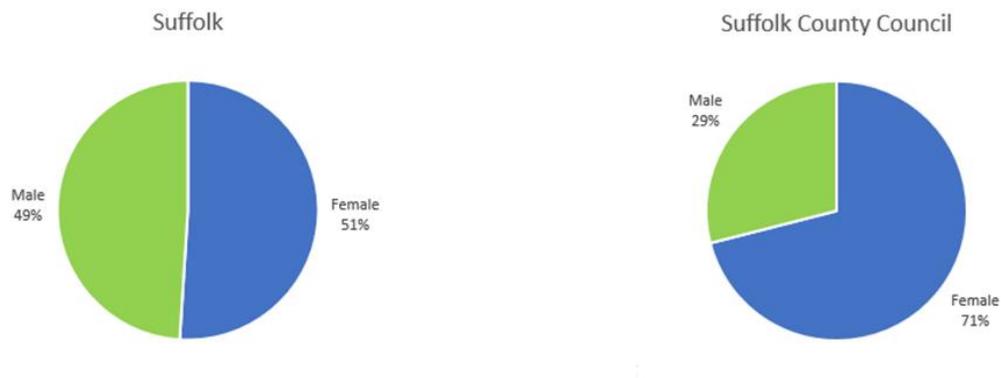
Mean gender pay gap	<i>The difference between the mean hourly rate of pay of male full-pay employees and that of female full-pay employees</i>
Median gender pay gap	<i>The difference between the median hourly rate of pay of male full-pay employees and that of female full-pay employees</i>
Mean bonus gap	<i>The difference between the mean bonus pay paid to male employees and that paid to female employees</i>
Median bonus gap	<i>The difference between the median bonus pay paid to male employees and that paid to female employees</i>
Bonus proportions	<i>The proportions of male and female relevant employees who were paid any bonus pay during the relevant period</i>
Quartile pay bands	<i>The proportions of male and female full-pay employees in the lower, lower middle, upper middle and upper quartile pay bands</i>

What is the difference between mean and median?

The Office for National Statistics (ONS) prefers median earnings because the median is not affected by extreme values, such as changes in the earnings of small numbers of very high earners. However, as the mean gap captures the fact that the upper end of the earnings distribution is dominated nationally by men, the mean is an important measure of women's labour market disadvantage.

Suffolk County Council data, excluding maintained Schools, as at 31 March 2019

Composition of workforce ⁱ



Mean Gender Pay Gap

SCC	SCC last year	Difference	Public Sector average	National average
17.4%	14.8%	+2.6%	15.7%	14.2%

Median Gender Pay Gap

SCC	SCC last year	Difference	Public sector average	National average
21.5%	18.6%	+2.9%	16.8%	11.9%

Mean Bonus Gap

SCC do not pay any form of bonus payments to staff

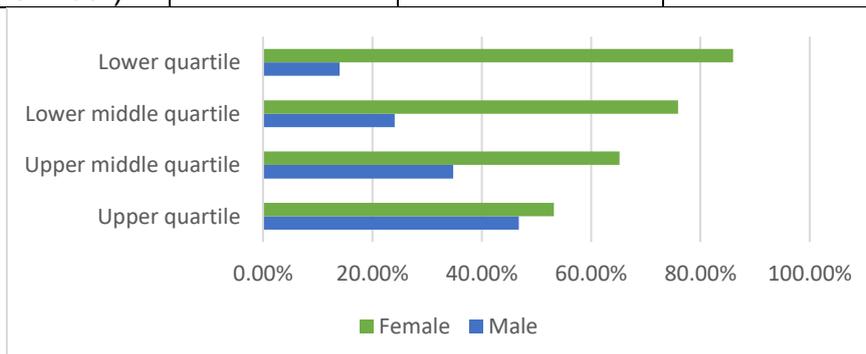
Median Bonus Gap

SCC do not pay any form of bonus payments to staff

Bonus proportions

SCC do not pay any form of bonus payments to staff

Quartile pay bands	Male (31/03/2019)	Female (31/03/2019)	Male (31/03/2018)	Female (31/03/18)
Upper quartile (£18.08 + per hour)	46.8%	53.2%	38.3%	61.7%
Upper middle quartile (£13.44 - £18.08 per hour)	34.8%	65.2%	39.9%	60.1%
Lower middle quartile (£10.26 - £13.44 per hour)	24.1%	75.9%	24.0%	76.0%
Lower quartile (£0.00 - £10.26 per hour)	14.0%	86.0%	17.1%	82.9%



SCC is committed to reducing our gender pay gap, and our transparent approach to pay, progression and development seeks to reward all staff equally, regardless of gender. To this end, we made a list of commitments last year which would contribute to reducing the gap and this is what we've achieved:

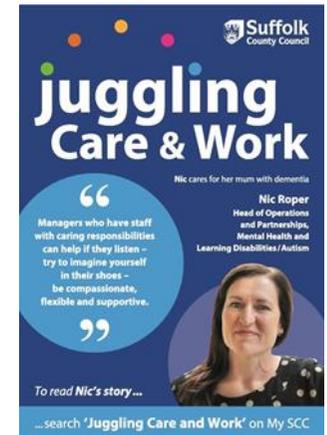
	What we said we would do:	What we have done:
Recruitment	<p>We will promote our work to implement flexible recruitment by taking part in Working Families' 'Best Practice in Flexible Recruitment Award'</p> 	<p>We submitted applications for two Working Families Awards and were selected as finalists in the “Best Flexible Working Initiative” and “Best for Flexible Recruitment” categories.</p> <p>We also submitted an application for the Personnel Today Awards 2019 and were selected as finalists in the “Diversity & Inclusion – Public Sector Award” category.</p> <p>We promoted being finalist in both Awards within our Careers pages, on our Indeed profile and to our followers on LinkedIn, as well as through Internal Communications.</p>
	<p>We will ensure agile hiring is embedded into our processes by monitoring Job and Person Profiles and recruitment adverts on an ongoing basis to ensure flexible options are included.</p>	<p>On a quarterly basis we have conducted a dip sample of 25% of our job adverts to check if at least one flexible working option was included. Over quarters two and three of 2019/20, 98% of our adverts contained at least one flexible working option. In addition, we have added a reporting mechanism onto our appointment form so that we can record how many appointments are made with at least one flexible working option agreed and during the dip sample we will now be monitoring how many flexible working options are offered.</p>
	<p>We will train our Recruitment Advisors to spot unconscious bias in the wording of job vacancies or descriptions and use a ‘gender decoder’ tool to assess any unconscious bias in the wording of our recruitment advertising.</p>	<p>Our Recruitment Team continue to use a “gender decoder” tool on adverts where the text requires an assessment of the language used. In addition, the Advertising Team (who conduct the final quality check on all adverts) have received specific unconscious bias training.</p>

	<p>We will continue to target jobs to under-represented groups through our social media platforms. We will review the success of particular campaigns and promote this learning within the HR service.</p>  <p>The poster is for a Suffolk County Council Jobs & Careers Fair. It features a firefighter in the foreground and a collage of four smaller images showing diverse people in professional settings. The text on the poster reads: 'Visit us to find out about the opportunities we offer ... and be inspired! At the Ipswich Jobs & Careers Fair, The Corn Exchange, Ipswich Thurs 10 October, 10am - 2pm Suffolk County Council'.</p>	<p>Unconscious bias has been embedded within the “Recruitment and selection e-learning” framework. This has been promoted to our hiring managers and we have updated our guidance and e-mail templates to make clear there is an expectation the training should be completed every three years for all staff responsible for recruitment.</p> <p>We have targeted underrepresented groups in our employer branding through our recruitment web presence, for example our Indeed profile banner to contains an image of a female firefighter. In addition we have attended careers events for young people in the local area and used an interactive activity breaking down gender misconceptions around roles within the organisation, such as chief executive, fire fighters, support workers and social workers.</p> <p>We have monitored specific campaigns targeting underrepresented groups overtime to see the impact of the campaign. Our Firefighter campaign in 2018 received 62 applications from females (9.69%), our 2019 campaign received 76 applications from females (11.09%).</p>
<p>Training, Development and Progression</p>	<p>We will roll out an e-learning module on unconscious bias corporately.</p> <p>We will develop a tailored development programme for women in more senior roles.</p>	<p>Unconscious bias training has been embedded in the “Online pathway to recruitment and selection licence”.</p> <p>A face-to-face Unconscious bias training programme for staff in Adult and Children’s services and our Corporate Leadership Team has been well attended, with an evaluation of impact currently being undertaken to look at whether it should be rolled out more widely.</p> <p>A cohort of 32 women took part in The Springboard Women’s Development Programme during April and July 2019. Springboard is an award-winning development</p>

		<p>course for women, designed to help them to identify clear, practical and realistic steps to developing their skills and confidence. A further cohort of 32 women will take part in the programme from January to April 2020.</p> <p>We are reviewing feedback from the people taking part in this programme to assist us in exploring other developmental options, aimed specifically at people returning from maternity leave and more senior roles.</p>
	We will continue to promote and consider how we can make best use of the apprenticeship scheme to help develop our female staff.	We have seen the number of new apprentices joining SCC and existing staff starting apprenticeships double since last year. Although no specific targeting has been done in this area, of existing staff using the Apprenticeship Reforms to further their development 73% are female and reflects the overall composition of the workforce.
Performance Management	We will create more guidance in relation to the performance descriptors, to show how they could apply to lower graded roles.	A new suite of Performance Management guidance will be launched in March 2020 to support managers, this will include a number of webinars hosted by the Chief Executive and a new Performance Management portal. Guidance will include specific references to how performance descriptors can be applied to lower graded roles and ensuring consistency between full and part time employees.
	We update the PDR guidance to specifically refer to applying performance management outcomes consistently to part-time employees.	
Support for Parents and Carers	We will explore the implications, costs and practicalities of: <ul style="list-style-type: none"> i. Introducing the option of income smoothing for temporary reductions in hours (up to 1 year). 	Income smoothing for temporary reductions in hours, of up to one year, was introduced in October 2020 to coincide with National Work Life Week and was communicated through the Carers campaign activity referred to below.
	<ul style="list-style-type: none"> ii. Introducing the option for staff to take a 'segmented career break': working part-time on a fixed-term basis only. 	Our Flexible Working Guidance was amended to incorporate these options and was communicated to staff through the wider Carer campaign activity referred to below.

iii. Having an article in the staff newsletter with interviews with staff already balancing care and work, including at management level, to coincide with National Work Life Week in Oct 2019.

Rather than just a single article being included in our staff newsletter, insideSCC, we ran a campaign in relation to “juggling” caring responsibilities; this included several weekly articles featuring staff, at different levels within the organisation, talking about how they manage to balance work and their caring responsibilities. The same staff were also featured on posters displayed in prominent locations in all our buildings. We also set-up an intranet page which has been viewed by over 850 members of staff.



We will explore “returnships” for people returning to the workplace after extended periods of unemployment, often linked to taking time out for caring responsibilities or childcare.

As part of our review of The Springboard Women’s Development Programme we are looking at potentially running a specific programme, aimed at women returning to work after an extended period, specifically maternity leave but incorporating other caring responsibilities. Courses run by external providers will be reviewed as part of this work.

Workforce Development ran a “[Return to social work campaign](#)”, which was featured prominently on our LinkedIn profile.



	We will create a checklist for the end of maternity/adoption/shared parental leave, as a catalyst for discussion and prompt for employees and their managers.	We are currently consulting on this with staff networks and trade unions, with a view to it being introduced in April 2020.
	We will explore options for the Women's Network to host a 'buddy' system, whereby new parents who sign up can be put in touch with each other for informal support.	An initial roll out of the "buddy" system was completed in 2019 and options surrounding rolling this out more widely are currently being reviewed by the Women's Network.
	We will undertake analysis to track the retention rate after two years of employees returning from extended periods of parental leave.	The review of retention rates of employees returning from extended periods of parental leave was completed.

Parental Benefits	We will explore the implications, costs and practicalities of: i. giving people on maternity, adoption or shared parental leave the option to apply income smoothing to their leave period to relieve fluctuations and dips in pay.	We looked at the potential of income smoothing maternity, adoption and shared parental leave, however the requirement to pay the statutory elements in a prescribed way by HMRC, meant we could only apply incoming smoothing to the occupational pay elements, which would not have had a significant impact smoothing the pay received by individual in receipt of the payments and therefore we will not be adopting this approach.
	ii. removing the service requirement for the occupational enhancements of pay for maternity, adoption and shared parental pay.	Our Corporate Leadership Team agreed to remove the service requirement for occupational enhancements. We are currently consulting on this with staff networks and trade unions, with a view to it being introduced in April 2020.
	iii. removing the requirement to repay occupational pay enhancements if the person does not return to work following the period of leave.	Our Corporate Leadership Team agreed to remove the requirement to repay occupational pay enhancements. We are currently consulting on this with staff networks and trade unions, with a view to it being introduced in April 2020.

	iv. enhancing paternity pay so that all staff taking it would be eligible for two weeks with pay – the first week at 100%, and the second week at 90% pay.	Our Corporate Leadership Team agreed to enhance occupational paternity pay and remove the service requirement. We are currently consulting on this with staff networks and trade unions, with a view to it being introduced in April 2020.	
	v. enhancing the current statutory offer of two unpaid antenatal appointments for fathers or partners.	Our Corporate Leadership Team agreed to enhance payment for attending antenatal appointments. We are currently consulting on this with staff networks and trade unions, with a view to it being introduced in April 2020.	
Culture	We will continue to track and monitor trends in staff responses to the flexible working questions in future staff surveys.	Responses to our staff survey, in respect of flexible working and more widely is ongoing, with the next staff survey planned for September 2020.	
	We will create new guidance for managers in relation to supporting flexible or part-time working, including recording informal flexible working agreements, based on the TUC's 'disability passport' model.	New guidance for managers is currently being finalised with a view to it being introduced in April 2020.	
	We will continue to support SCC's digital strategy and the associated benefits of flexible working associated with it.	The ongoing work in relation to "Our Digital Business" Transformation Programme continues to enhance and promote the flexibility offered to staff to work remotely; to best meet their needs and the needs of our customers.	
Data and Transparency	We will produce guidance about for managers who are considering entering pay negotiations as to the elements that may enhance salary, and criteria for recruitment above the standard bottom of the salary band.	New guidance for managers is currently being finalised with a view to it being introduced in April 2020.	
	Publishing more information about the job evaluation process and outcomes.	We are currently reviewing our job evaluation processes to increase the transparency of the process and the evaluations score of different roles.	

Gender Pay Gap Action Plan 2020

SCC has made a list of commitments of things we'll do in 2020 which will build on our successful approach and continue to contribute to reducing our gender pay gap:

1.	Analyse the results from the Staff Survey 2020 – breaking down engagement by gender, flexible working responses and amend the questions relating to protected characteristics
2.	Further explore the option of “returnships”
3.	Implement a maternity returner development programme
4.	Set up a new parent “buddy” scheme
5.	Run a campaign promoting the idea of balance in childcare, and our options for shared parental leave and enhanced paternity leave
6.	Continue recruitment advertising dip sampling and enhance this by:
a)	Tracking the % that offer multiple types of flexibility (three or more)
b)	Track how many new starters have a flexible working patterns agreed at the point of appointment.
7.	Analyse the number, % and pay of female and male apprentices, graduates, interns
8.	Analyse recruitment by gender, at each recruitment stage (application, long list, short list, appointment)
9.	Analyse service areas which have fewer women applying/being appointed, particularly in senior roles
10.	Take part in the Working Family Awards in 2020

ⁱ SCC Workforce Equality Report (January 2019)

<https://www.suffolk.gov.uk/assets/council-and-democracy/our-aims-and-transformation-programmes/Workforce-Equality-Report-2019.pdf>