



General Purposes Committee
22 July 2019

**Report of Director of Legal, HR,
Audit & Investigations**

REPORT TITLE Gender Pay Gap – Closing the Gap

Wards Affected:	N/A
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open.
No. of Appendices:	<p>Appendix 1 Proportion of men and women in each pay quartile by pay grade.</p> <p>Appendix 2 Proportion of men and women in each pay quartile by department.</p> <p>Appendix 3 Occupational groups across the council of significant size and their gender make-up.</p> <p>Appendix 4 Internal promotions by quartile and department</p>
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	<p>Martin Williams Head of Human Resources 020 8937 3209 Martin.Williams@Brent.Gov.UK</p>

1.0 Purpose of the Report

- 1.1 To provide the Committee with information on the make-up of the council's employed workforce across pay quartiles to increase understanding and better inform priority actions, to reduce the gender pay gap (GPG).

2.0 Recommendation(s)

- 2.1 Note the findings from the analysis of the pay quartiles.
- 2.2 Note that priority actions should focus on the advancement of pay for female employees.

- 2.3 Note that the promotion of data disclosure by employees will remain a priority in order to produce meaningful and good quality data analysis, with communication to all Council staff.

3.0 Detail

- 3.1 In April 2019, a report was considered by Council Management Team (CMT) to provide an overview of the gender pay gap reporting and highlight both existing and proposed initiatives to reduce Brent's GPG.

- 3.2 Brent's GPG for 2018 was median 6.8% and mean 8.2%.

The proportion of women in each pay quartile was as follows:

Upper Quartile (UQ)	56%
Upper Middle Quartile (UMQ)	64%
Lower Middle Quartile (LMQ)	70%
Lower Quartile (LQ)	69%

- 3.3 The pay quartiles are determined by ranking all employees by their hourly rate of pay and dividing the total equally by 4.

- 3.4 As part of the discussion around Brent's GPG position and actions to reduce the gap, CMT asked for a breakdown for each pay quartile.

- 3.5 The data has been broken down and analysed on the following basis:

- Proportion of men and women by pay grade (Appendix 1).
- Proportion of men and of women by department (Appendix 2).
- Occupational groups across the council of significant size and their gender makeup (Appendix 3).
- Starting salaries across all grades for 3 months (January to March 2018) split between men and women.
- Internal promotions by quartile and department (Appendix 4).

- 3.6 The following were the main findings:

By Pay Grade

- There is a greater concentration of men (44%) in the UQ in all HAY grades except two (HAY1 and 2), compared to the concentration of men at the other end of the spectrum in the LQ where 30% are men. This is more in line with the overall proportion of men in the Council, which is approximately 36%.

By Department

- Women are in the majority in every quartile across each department, except:
 - the UQ of the Resources department;
 - the UMQ and the UQ of the Regeneration and Environment department;
 - the UMQ in the Chief Executives department where there is an equal number.

- This means that the representation of men in these departments is greater than the overall proportion of men employed by the Council.

By Occupational Groups

- The main occupational groups used in the analysis were social work (qualified), administration, customer services, IT and planning.
- Most social workers are in the UMQ and UQ and the majority in every quartile are female (excluding social Work Assistant and Personal Adviser roles).
- Generally, in the sample occupational groups in the LQ and LMQ, women are in the majority with Administration, Customer Services and Housing Officer/ Trainee roles.
- In the sample occupational groups, men are the majority in the UMQ and UQ. This is also reflected in specific roles such as those in the IT department (Applications Support Officer roles) and broadly in the Planning roles.

Starting salaries

- Within the 3-month period covered by the analysis of starting salaries across all pay grades, the proportion of men (24%) who received a starting salary above the minimum of their pay grade was greater than the proportion of women (14%). Given the relatively short period covered by the analysis and the sample size, this may not be representative of the general position.

Promotions

- More women than men were promoted in every department except in the Regeneration and Environment and Chief Executives departments.

4.0 Conclusion

There are many differing factors which may have affected Brent's GPG in March 2018. However, the following factors stand out as being most significant:

- Although there is a majority of women in every pay quartile, it is actual salaries of men when compared to women within those quartiles which is contributing to the GPG
- There is a majority of men in all the HAY grades except two.
- Some areas of the council such as the Regeneration and Environment department and the IT service, have a higher concentration of men in the upper and upper middle quartiles.
- Some roles which typically are large in number in the lower and lower middle quartiles, such as Administration Officers, Customer Service Officers (within Libraries' Services and Customer Services) and Housing Options Officers have a higher concentration of women in them.
- In order to gain more meaningful information and identify any on-going patterns, the information collated relating to new joiners' starting salaries across all grades will need to be monitored over a period of time.
- In order to ensure more effective on-going monitoring and therefore more meaningful action, monitoring of internal promotions by gender should continue to be monitored for departments across the Council, as committed to in the GPG Report 2019, whilst extending this to ethnicity groups.

- All the priority actions referred to in the April CMT report are still relevant with some additional actions as outlined below.

5.0 Next Steps

- 5.1 Introduce more frequent monitoring of new joiner starting salaries and internal promotions
- 5.2 Capture additional information as part of the existing approval process for offering higher starting salaries and start reviewing this to identify any potential discrepancies that may require addressing.
- 5.3 Bring a further report on progress to the Committee in 6 months' time to identify the effectiveness of existing initiatives.

6.0 Financial Implications

- 6.1 All existing and proposed initiatives will be implemented within existing budgets

7.0 Legal Implications

- 7.1 The council has a statutory obligation to publish details of its gender pay gap on its website and to also upload details of the pay gap to a government website by 30 March each year.

8.0 Equality Implications

- 8.1 The public sector equality duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have "due regard" to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a "protected characteristic" and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 8.2 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.
- 8.3 The proposals in this report are intended to narrow the gender pay gap in the council's employed workforce and the impact of the initiatives in this report will be assessed on an on-going basis using data available.

9.0 Human Resources Implications (if appropriate)

- 9.1 The Human Resources implications are contained in the main body of the report.

10.0 Consultation with Ward Members and Stakeholders

10.1 None

Report sign off:

DEBRA NORMAN

Director of Legal, HR, Audit &
Investigations