

**The Highland Council**  
**Resources Committee**  
**25 February 2015**

Agenda Item	<b>19</b>
Report No	<b>RES/ 23/15</b>

**Gender Equalities in Employment**

**Report by Depute Chief Executive/Director of Corporate Development**

**Summary**

This report provides an update on the Highland Council's gender equal pay gap and Women in Management activities, and seeks approval to publish information in order to meet the duties of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

**1. Background**

- 1.1 The main provisions of the Equality Act came into force on 1 October 2010. The Act brings together the previous strands of equality and discrimination legislation and aims to simplify and strengthen the law.
- 1.2 The Act also introduces a general duty on public bodies to give due regard in all their work to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act.
  - Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.

In addition, specific duties introduced in Scotland in 2012 by Regulations require the Council to publish information on the Council's equal pay gap.

- 1.3 Guidance on meeting the requirements of the various duties is provided by the Equalities and Human Rights Commission (EHRC) and supported by *Close the Gap*. *Close the Gap* is an organisation, funded by the Scottish Government, working in partnership with the EHRC and the Scottish Trades Union Congress to guide and assist employers. All pay gap calculations are based on their guidance.
- 1.4 An organisation's gender pay gap is the difference between the average male and female pay rates. It is calculated by dividing the average female hourly pay rate by the average male hourly pay rate. The full time gender pay gap is the gap between the average hourly pay rate of female employees who work full time and male employees who work full time. The part time gender pay gap is the gap between the average hourly pay rate of female employees who work part time and male employees who work full time.

1.5 The Council is required to publish the gender pay gap between male and female employees. It is also required to publish this data separately on employees in Education (Teaching employees) The EHRC and *Close the Gap* also strongly advise publishing separate full time and part time gender pay gaps. It is considered that any pay gap of 5% or more is considered significant and in need on further analysis.

## 2. Gender Pay Gap

2.1 The 2013 Equal Pay Audit, carried out in partnership with the Trade Unions, identified the following equal Pay Gaps:

<b>2013</b>	<i>Combined Gap</i>	<i>Full Time Gap</i>	<i>Part Time Gap</i>
All employees	+9.3%	-12.6%	+27.1%
Non- Teaching employees	+16.0%	-4.9%	+27.4%
Teaching employees	+5.6%	+5.3%	+11.9%
SJC Employees	+18.7%	-1.9%	+29.9%

*(A positive figure denotes a gap to the advantage of male employees. A negative figure denotes a gap to the advantage of female employees.)*

2.2 Analysis of this data suggested that:

- a. Both Scottish Joint Council (SJC) and Teacher pay and grading structures are robust and support equal pay.
- b. Significant workforce gender segregation in SJC Job Families (Business Support, Personal Care, Technical and Practical), Craft and Teaching posts coincide with significant part time pay gaps.
- c. Lower availability of part time working in SJC grades HC6 and above coincides with a significant SJC Part Time pay gap.
- d. Lower availability of part time working in promoted teaching grades coincides with a Teaching Part Time pay gap.

2.3 The 2013 Audit found that the following issues could contribute to pay gaps.

- a. Vertical gender segregation (disproportionately low number of women in senior posts) in Teaching posts and in SJC Business Support and Management posts.
- b. Horizontal gender segregation in teaching posts (disproportionately low number of women Head Teachers in Secondary Schools).
- c. Lower uptake of part time working opportunities in senior teaching posts and in SJC posts graded HC06 and above.
- d. Horizontal gender segregation (males in Community Works and females in Catering, Cleaning and Caring posts) within Technical & Practical posts.

- 2.4 Since the findings of the 2013 audit a number of actions have been taken to address gender segregation and the availability of part time work in senior grades. For example:
- a. Female role models in male dominated job groups have been identified and achievements publicised in corporate communications.
  - b. Where service delivery allows vacancies will be advertised as "*suitable for flexible working hours up to 35 per week*" to encourage applications from candidates who wish to work on a part time basis part time applications.
  - c. Job Descriptions and Person Specifications have been reviewed to ensure that they contain no gender bias.
  - d. Services have reviewed workplace facilities to ensure that both genders are adequately catered for
  - e. Significant areas of gender segregation have been reviewed to identify and address any barriers to employment.
  - f. Work is underway to review and further promote flexible working arrangements that support women to progress their careers.

2.5 These actions coincide with a significant general improvement in the Highland Council's gender equal pay gaps in the 2 years since the last audit. Going into 2015 the gaps are as follows:

<b>2015</b>	<i>Combined Gap</i>	<i>Full Time Gap</i>	<i>Part Time Gap</i>
All employees	+8.6%	-12.9%	+25.8%
Non- Teaching employees	+15.2%	-5.3%	+25.7%
Teaching employees	+5.1%	+4.5%	+10.9%
SJC Employees	+16.5%	-3.6%	+26.6%

*(A positive figure denotes a gap to the advantage of male employees. A negative figure denotes a gap to the advantage of female employees.)*

2.6 Improvements in these pay gaps over the period 2013-2015 are as follows.

	<i>Combined Gap</i>	<i>Full Time Gap</i>	<i>Part Time Gap</i>
All employees	0.7%	0.3%	1.3%
Non- Teaching employees	0.8%	0.4%	1.7%
Teaching employees	0.5%	0.8%	1%
SJC Employees	2.2%	2%	3.3%

2.7 The Council's pay gaps are interesting in that the full time pay gaps are generally to the benefit of women. The part time pay gaps for all employees are more in line with what would be expected given the make-up of our workforce. This marked difference between the full time and part time gaps suggest that one of the underlying reasons for the combined gap is the greater availability of part time and term time work in the lower pay grades.

### **3. Women in Management**

3.1 In addition to the actions set out in 2.5, over the period from 2013 the Council has taken specific actions to reduce the pay gap for women in management positions. These include:

a. Creating and supporting an on-line learning resource for female employees interested in preparing for supervisory and management roles.

b. Improving the Women into Management programme

3.2 The on-line learning material sits within the Council's My Online Learning platform and provides 14 e-learning modules across a range of topics that female staff have identified as of specific interest. These include networking and influencing skills; presenting yourself; career development and challenging yourself.

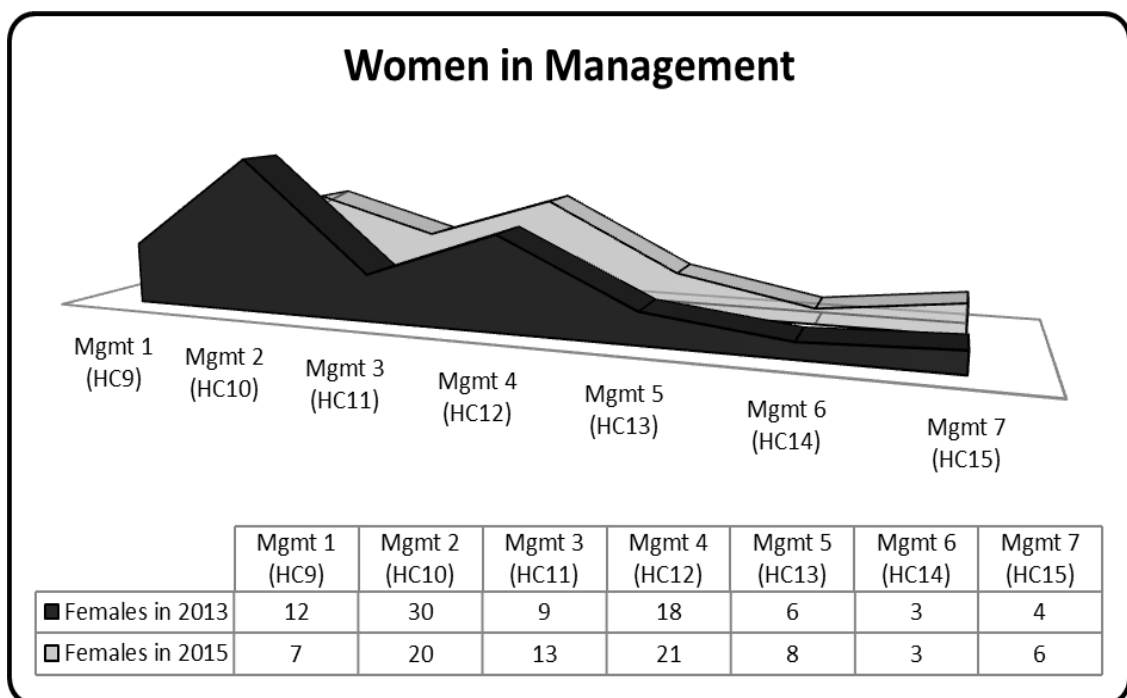
3.3 The Council's Women in Management Programme provides a two day workshop for new and aspiring women managers and includes confidence building, assertiveness, presentation, goal setting and career development. The programme also includes speakers who are successful women managers from the public and private sectors. To date 114 female staff have attended the programme.

3.4 The Highland Council Mentoring scheme, although open to all, is specifically targeted at women wishing to enter or progress a career in management. Advisers work with those who wish to join the scheme to understand their goals and requirements before matching them with an experience mentor who is a senior manager in the Council.

3.5 To support the Women in Management programme the Learning and Development team ran a 4 day Springboard programme in 2014 in partnership with Neish Training and Scottish Natural Heritage. This event was designed to support career development for women and there were 11 Highland Council attendees.

3.6 Although there is still work to do, these actions have coincided with a significant improvement in the equal pay gaps relating to women in management positions. The combined pay gap relating to SJC Management employees has reduced from +11.2% to +7.9%, (an improvement of 29% since 2013). The combined pay gap relating to Head and Depute Head Teachers has reduced from +7.5% to +5.4%, (an improvement of 28%).

3.7 In 2015, 78 (45%) of the 173 managers employed in SJC Management posts are women. The improvement in the SJC Management pay gap coincides with a significant change in the distribution of female employees across the SJC Management grades (HC09 to HC15). The 2013 data identified a peak in the number of female managers in Management 2 (HC10) posts. The 2015 data identifies that this peak is now in Management 4 (HC12) post and the distribution of female managers across the grades is generally more even. This reflects more closely the distribution of male managers, however women are significantly underrepresented in Head of Service posts (HC14-15). These changes require be considered in the context of an overall reduction in the number of senior management positions which limits promotion opportunities for women.



3.8 Another important indicator of equality in employment is the percentage of female employees in the top 2% and 5% of earners. Although there is still work to do there has been a significant change in the percentage of women in the top 2% of earners. The percentage of women in the top 5% of earners has also improved significantly in relation to all employees, although the percentage of female employees in the top 5% of earners of non-teaching earners has been relatively static since 2013/13. The decrease of 8.0% in the number of women in the top 5% of earners, between 2011/12 and 2012/13 reflects the major staffing changes associated with the transfer of staff to NHS Highland to support Integrated Care.

<b>All Employees</b>	2011/12	2012/13	2013/14	2014/15
% of female employees in the top 2% of earners (>£50,418)	51.3%	51.3%	48.2%	57.1%
% of female employees in the top 5% of earners (>£44,444)	54.6%	54.5%	53.9%	57.0%

<b>Non - teaching Employees</b>	2011/12	2012/13	2013/14	2014/15
% of female employees in the top 2% of earners (>£44,444)	33.3%	35.5%	35.8%	40.5%*
% of female employees in the top 5% of earners (>£38,275)	54.1%	46.0%	46.7%	46.4%*

*(The 2014/15 figure is based on quarter 3 data, all other are year-end.)*

#### **4. Next Steps**

- 4.1 Although significant improvement have been made since the first Equal Pay Audit in 2013 it is important to maintain momentum. This will be particularly important in the coming years dominated by the difficult financial situation and the continued need for a reducing workforce. It is proposed that a joint working with the trade unions is set up under the Highland Council Partnership Forum to review pay data and progress on previous actions and make recommendations for future activity in this area.

#### **5. Implications**

- 5.1 Resource implications: There are no resource implications arising from this report.

Legal implications: There is a risk that the Council would not meet its statutory responsibilities under the Equality Act by failing to progress this work

Equalities implications: This report details how the Council aims to fulfil equalities duties.

Climate change/carbon clever implications: There are no climate change/carbon clever implications arising from this paper.

Risk implications: There is a risk that the Council would not meet its statutory responsibilities under the Equality Act by failing to progress this work

Gaelic implications: There are no Gaelic implications arising from this report.

Rural implications: There are no rural implications arising from this report.

**6. Recommendations:**

Members are asked to:

- 6.1 Note improvements in the statistics relating to the gender pay gap and approve these for publishing on 30 April 2015.
- 6.2 Note actions being taken under the Women in Management Programme.
- 6.3 Agree a joint working group with the trade unions to carry out a review of gender equality action plans and sustain improvement.

**Signature:**

**Designation:** Michelle Morris, Depute Chief Executive/Director of Corporate Development

**Author:** J Murdo Macdonald, HR Manager  
Catherine Christie, Learning and Development Manager

**Date:** 6 February 2015

**Attachments:** None