

Equal Pay Audit

Gender and Diversity Pay
Gap Reporting



2020

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1.0 Introduction

Flintshire County Council supports the principle of equal pay for equal work of equal value and recognises that there should be a pay and grading structure which is free from bias and based on objective criteria. The Council's principal terms and conditions for staff were harmonised under the Single Status Agreement of 1997, which was implemented in June 2014, following the undertaking of a full job evaluation exercise within the Council. Job evaluation is a systematic way of determining the value/worth of a job compared to other jobs within an organisation. All (Green Book) jobs were evaluated using the GLPC (Greater London Provincial Committee) Job Evaluation Scheme.

This is the fourth equal pay audit that Flintshire County Council has undertaken since the implementation of the Single Status Agreement and it is part of our continuing commitment to be a fair and equitable employer; an employer that ensures its employees are not subjected to unfair discrimination.

A data extract from the Council's payroll system iTrent was taken on 31st March 2020 and this audit has focused on an analysis of **all** employees within the organisation across the full range of terms and conditions.

2.0 Background

The Equality Act gives a right to equal pay for equal work. Employers are responsible for providing equal pay and for ensuring that the pay systems are transparent. The Equality and Human Rights Commission code of practice recommends equal pay reviews as the most appropriate method of ensuring that a pay system delivers equal pay free from discrimination.

3.0 What does the audit cover?

The report contains the following:

3.1 A Gender Pay Audit

This is a broad analysis of how pay rates are distributed by gender across Flintshire County Council. The gender pay gap is defined as the difference between the average male and female pay rates.

This analysis does not look at whether there are differences in pay for men and women in equivalent posts and so the results will be affected by differences in the gender composition across our various professional groups and job levels. Gender pay reporting does not take into consideration the difference in size of roles either. Reporting the total gender pay gap of an organisation reveals the difference in the level of roles performed by men and women. A gender pay gap may be indicative of talent management and diversity issues, reflecting higher proportions of female employees in less senior roles and/or employed in roles which are valued lower in the market.

3.2 Equal Pay Audit

An Equal Pay Audit involves the specific comparison of the pay of male and female colleagues, investigating the causes of any pay gaps by gender, ethnicity, disability or working pattern and planning to close any gaps that cannot be justified on grounds other than one of those characteristics.

There are a number of benefits of conducting an equal pay audit:

- Identifying, explaining and, where justifiable, eliminating pay inequalities.
- Supporting rational, fair and transparent pay arrangements.
- Demonstrating to employees a commitment to equality.
- Demonstrating the Council's values to external stakeholders.
- Helping to meet the public sector equality duty.

3.3 The Gender Pay Gap

The gender pay gap refers to the difference between men's pay and women's pay as a percentage of men's pay. If the gender pay gap is 15% then women, on average, earn 15% less than men. Gender pay gaps can be either positive or negative, with a negative gender pay gap indicating that women earn, on average more than men. Gender pay gaps are an important element in analysing and monitoring progress on equal pay both nationally and within organisations.

The current gender pay gap in the UK, based on median hourly earnings, excluding overtime for full time workers is 7.4% down from 9.0% in 2019). The gap for all employees (full and part time) is 15.5% in 2020 and has fallen from 17.4% in 2019. This data is from the ONS Annual Survey of Hours and Earnings (2020).

4.0 Methodology and Data Collection

The Equality and Human Rights Commission guidelines for undertaking equal pay audits has been followed and the data has been analysed using the definitions and methodologies advocated in national guidelines.

The data was extracted from the Council's HR and Payroll system "iTrent" on 31st March 2020. In previous years data was taken on 1st April, however, changes to gender pay reporting legislation now stipulate this should be 31st March for Public Sector Employers listed in Schedule 2 of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. . Relief workers were not included in the data extract. However, temporary employees were included. Data was analysed for all employees irrespective of their terms and conditions to provide an overall gender pay gap, with further analysis focusing on certain groups of employees.

Any employees who were furloughed under the Coronavirus Job Retention Scheme as at the snapshot date were retained on full pay, therefore any furloughed employees are included in the data.

Analysis of this data has been undertaken to consider the following:

- Workforce composition including male, female, BME (black minority ethnic) and disability.
- Average male/female pay gap across pay grades.
- Distribution of males/females across pay grades.
- Distribution of full and part time workers across pay grades.
- Gender profile of full and part workers.

The gender pay gap is calculated using the mean and median salaries of female employees expressed as a percentage of the mean and median salaries of male employees doing work of equal value. 'Salary' is the full time equivalent salary.

4.1 Definitions of Mean and Median

Mean – a measure of the average which is derived by summing values for a given sample, and then dividing the sum by the number of observations in the sample. In earnings, the mean can be disproportionately influenced by a relatively small number of high paying jobs.

Median – the value below which 50% of all jobs fall. This is less affected by a small number of very high earners. This therefore gives a better indication of typical pay than the mean.

5.0 Workforce Composition

From the data extract taken on 31st March 2020, the Council has 6808 (occupied positions). This is not a head count number as a significant proportion of our employees hold multiple positions across the organisation. This is an increase of 71 (occupied positions) from the 2019 audit.

Table 1: Workforce Composition

Females	% Females	Males	% Males
5227	77%	1581	23 %

Total Workforce Demographic



We have seen an increase in occupied positions this year with an increase in females in the composition of the workforce. With an increase of 71 female employees.

5.1 Pay Scales

As the data used in this report is as of 31 March 2020, the applicable pay scales are the 2019-2020 pay scales, which came into effect on 1st April 2019. It should be noted that as the bands within the pay scales are relatively short and, designed as such to minimise the likelihood of pay discrimination occurring. All pay information provided is per annum unless otherwise specified.

6.0 Gender Pay Gap Analysis – All employees on all terms and conditions

There are **6808** permanent occupied positions (staff records) for employees of Flintshire County Council across the full range of terms and conditions of employment. This is not a head count number as a significant number of our employees hold multiple positions across the organisation.

The table below provides a breakdown of all terms and conditions, gender numbers and the average salaries for each group.

Table 2: Average Salary for Males and Females on different terms and conditions

Payment Table	Female Numbers	Female Average Salary	Male Numbers	Male Average Salary	Total Numbers	Total Average Salary	Gender Pay Gap
Chief Officers/Chief Executive	1	£98,997.00	6	£105,710.67	7	£104,751.57	6.35%
Craft & Associated Employees	1	£16,823.37	5	£16,823.37	6	£16,823.37	0.00%
Head Teachers	125	£56,324.60	81	£58,658.69	206	£57,235.46	3.98%
Joint Chief Executive (Theatr Clwyd)	1	£68,804.00	1	£68,804.00	2	£68,804.00	0.00%
Local Rates			3	£18,186.33	3	£18,186.33	100.00%
National Trainees	9	£16,823.37	17	£16,308.14	26	£16,486.49	-3.16%
NJC Pay Table 2019	4005	£22,615.83	1133	£26,606.44	5138	£23,495.81	15.00%
Occupational Health Nurses	2	£42,733.50			2	£42,733.50	N/A
Soulbury/Y&C Officers/Ed. Psychos	14	£54,158.50	2	£56,094.50	16	£54,400.50	3.45%
Teachers - Basic Scale	951	£37,222.22	265	£37,246.03	1216	£37,227.41	0.06%
Teachers - Unqualified (Assimilated)	12	£22,137.83	9	£23,166.44	21	£22,578.67	4.44%
Theatr Clwyd Pay Scale 2019	56	£23,821.54	41	£26,196.83	97	£24,825.53	9.07%
Unison Pay Structure	1	£21,016.08			1	£21,016.08	N/A
Youth Workers	49	£23,517.90	18	£23,774.72	67	£23,586.90	1.08%
Grand Total	5227	£26,203.95	1581	£30,158.02	6808	£27,121.75	13.11%

Overall the average salary for women across all grades and terms and conditions is **£26,203.95** and the average salary for men across all grades and terms and conditions is **£30,158.02** giving an **overall** Gender Pay Gap of **13.11%**. This is using the **mean** method of calculating average pay.

Using the **median method**, the average salary for men across all Grades and terms and conditions is **£25,911** and the average salary for females across all grades and terms and conditions is **£20,502** giving an overall gender pay gap of **20.88%**. This is a slight decrease in the median pay gap from 2019 (21.12%) this is likely to be attributable to the increase in numbers of female employees and the number of male employees remains the same.

As you can see from the data in the table, the biggest gender pay gaps are in Chief Officers, NJC Pay Table (Green Book) and Theatr Clwyd. However these have all improved from the 2019 review. This gender pay gap is attributable to the unequal distribution of males and females within the group. This report will therefore analyse data from these areas in more detail.

6.1 Gender Pay Gap Analysis - Craft and Associated employees (Red book)

In 2019, a significant organisational change review took place to transfer Craft employees over to NJC (Green Book) pay and terms and conditions of employment. . Implementation of the changes took place in December 2019 and was back dated to 1st September 2019. This means this group now only comprises craft trainees and the organisational change is attributable to the 0% pay gap in this group. The average salary of craft trainees for both female and male employees is £16,823.

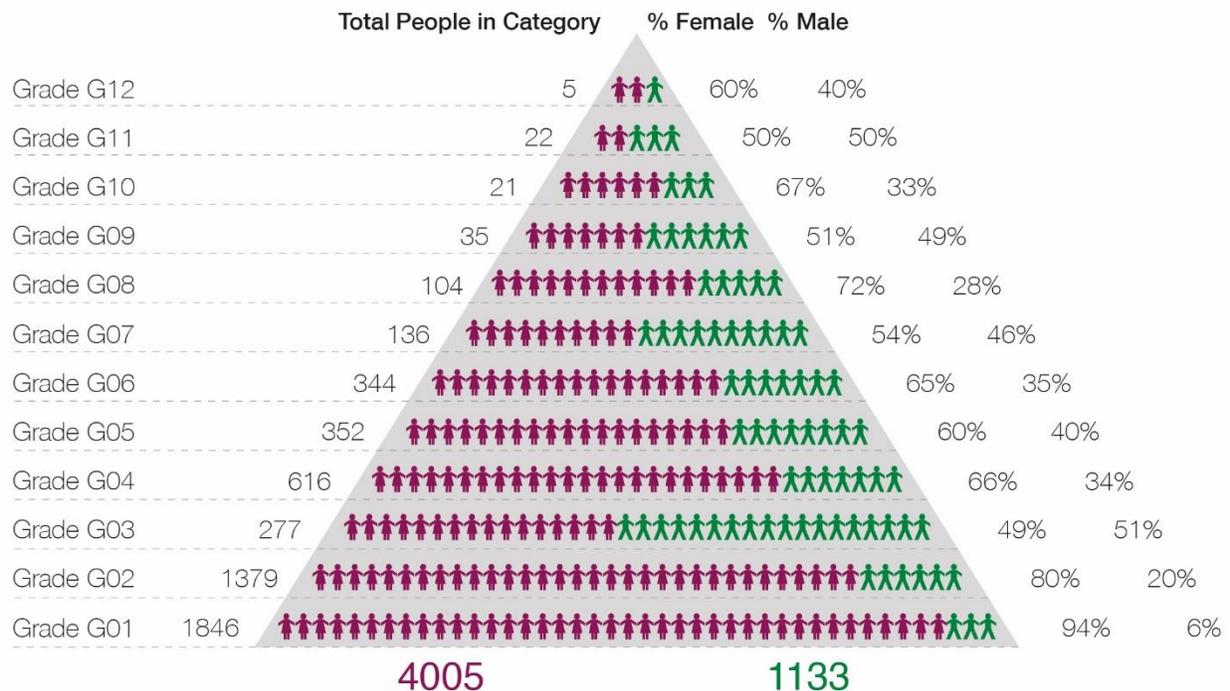
6.2 Gender Pay Gap Analysis - Chief Officer Terms and conditions

The data confirms a pay gap of 6.35%, within this area, a significant decrease from 10.70% in 2019 and 15.45% in 2018. The data shows there is only one female within this group compared to 6 males. There has been a reduction in headcount in this group from 2018 and recruitment activity which has confirmed post holders in place, all will have contributed to the decrease in the gender pay gap.

6.3 Gender Pay Gap Analysis – Green Book terms and conditions – NJC Pay Tables

(NJC Pay Tables – previously known as Single Status Pay Scales)

The majority of our employees, are working under Green Book terms and conditions (NJC pay table) and their roles have been evaluated using the GLPC method of Job Evaluation (5138 records).



Using the mean method of calculation, the average salary for females across all NJC grades (grade 01 to grade 12) is **£22,615** and the average salary for males across all grades is **£26,606** giving an overall gender pay gap of **15.00%** which has reduced from 15.45% in 2019 and **16.22% in 2018**.

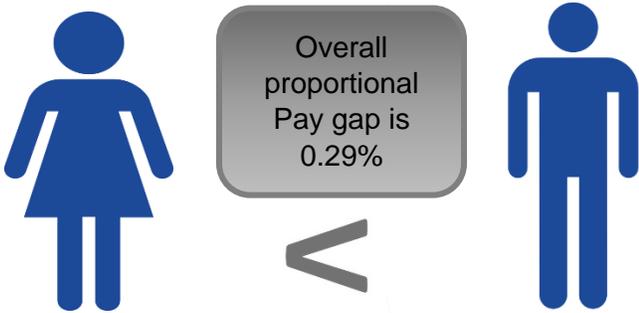
Using the median method of calculation, the average salary for women across all NJC grades (grade 01 to Grade 12) is **£19,698** and the average salary for males across all grades is **£24,491**, giving an overall gender pay gap of **18.47% which has reduced from 21.12% in 2019.**

There has been a slight decrease in average salaries in 2020 this is likely to be attributable to the number of female new starters and the number of Craft employees that were moved into the NJC pay tables and Green Book terms and conditions from Craft Pay Tables. However overall the median gender pay gap has reduced in 2020.

Table 3: Distribution of Male and Females employees by grade including average basic salary

Row Labels	Female Numbers	Average Female Salary	Male Numbers	Average Male Salary	Total Numbers	Total Average Salary	Gender Pay Gap
G01	1728	£18,760.35	118	£18,725.17	1846	£18,758.11	-0.19%
G02	1108	£20,093.68	271	£20,084.22	1379	£20,091.82	-0.05%
G03	135	£21,874.27	142	£21,962.09	277	£21,919.29	0.40%
G04	405	£25,545.59	211	£25,335.08	616	£25,473.48	-0.83%
G05	210	£30,833.70	142	£30,615.83	352	£30,745.81	-0.71%
G06	224	£34,356.99	120	£34,256.27	344	£34,321.85	-0.29%
G07	74	£38,462.58	62	£38,675.65	136	£38,559.71	0.55%
G08	75	£42,138.39	29	£42,218.62	104	£42,160.76	0.19%
G09	18	£46,184.33	17	£46,495.82	35	£46,335.63	0.67%
G10	14	£52,605.36	7	£53,086.00	21	£52,765.57	0.91%
G11	11	£57,988.82	11	£58,130.91	22	£58,059.86	0.24%
G12	3	£70,793.00	2	£72,693.50	5	£71,553.20	2.61%
Work Placement			1	£1,091.00	1	£1,091.00	100.00%
Grand Total	4005	£22,615.83	1133	£26,606.44	5138	£23,495.81	15.00%

Overall Proportional Pay Gap



This is a typical gender profile for a large county council that comprises large groups of female dominant roles. A number of observations can be made about the data presented in the table. There is a large proportion of employees in Grade G01 and G02 at the bottom of the pay table which you would expect to see in a large organisation.

The mean salaries for male and female are relatively similar within each grade. The mean male salary within grades G03, G08 are slightly higher, by less than approx. 0.50% .Mean female salaries are slightly higher in some grades (Grade G01, G02, G04, G05 and G06). The highest pay gap is 2.62% in Grade G12 (this is likely due to the very small number of post holders within grade).

The proportional pay gap between the NJC grades is 0.29% which has reduced from 0.35% in 2019. This is the average pay gap between the grades.

This data provides reassurance that the Council's new NJC Pay Model is robust and has improved the gender pay gap overall and within each grade. Also that **job evaluation scheme** and the processes within it are robust and meet equality requirements.

The clustering of male employees on higher grades and female employees on lower and middle grades has a significant impact on the gender pay gap.

There is no evidence that the gender pay gap is attributable to direct or indirect unfair discrimination in our processes or decision making. Possible reasons for the pay gap could be:-

- The labour market experience of women; length and breaks in employment.
- Female self-selection for part time work.
- Elements of occupational segregation.

Common causes of occupational segregation, including vertical segregation, are gender stereotyping (attitudes which stereotype roles which males and females should have in society), inflexible working (women with children struggle to find work commensurate with their skills, abilities and aspirations, that they can balance with childcare and other caring responsibilities) and recruitment practices (the way jobs are advertised and recruitment processes.)

Research to date has uncovered a range of important issues that contribute or are related to the gender pay gap. A significant review of the gender pay gap by UK Government Equalities Office concludes that the most important factor influencing the gender pay gap is the effects of interruptions to employment and the lack of 'good' part time work. These findings are supported by numerous studies.

Despite significant initiatives in local government and the health sector, there has been little progress in closing the gender pay gap in the public sector, which currently stands at 17.7%¹. Part of the lack of progress in the gender pay gap in the public sector is explained by the lack of representation of females in senior management roles in the

¹ Source ONS Annual Survey of Hours and Earnings 2017

sector. Women represent 53% of all employees in the civil service but occupy only 33% of senior management roles. In Wales the overall gender pay gap is 14.5%

Table 4: Mean Gender Pay Gap

	Public Sector	Private Sector
All employees	17.7%	21.1%
Full Time	14.3%	17.1%
Part Time	28.7%	4.5%

Source: ONS Annual Survey of Hours and Earnings 2017.

Women are considerably more likely to be in health and social work and education sectors than men, who are more likely to be in manufacturing, construction and transport (horizontal segregation). Traditionally, health, social work and education tends to be delivered by the public sector. Accordingly, women are significantly more likely to work for a public sector employer. According to the EHRC, 40% of women work in the public sector compared to only 15% of men. This is quite significant for Flintshire County Council, with the gender distribution of the workforce being 76.3% women.

7.0 Full and Part time Staff

Table 5: Distribution of Male and Female by Basis

Basis:	Female Average Salary	Female Numbers	Male Average Salary	Male Numbers	Total Average Salary	Total Numbers	Pay Gap
Full Time	£33,549.43	1747	£31,675.91	1272	£32,760.06	3019	-5.91%
Full Time Term Time	£24,571.92	100	£25,294.88	16	£24,671.64	116	2.86%
Part Time	£26,453.64	1397	£26,982.45	171	£26,511.01	1568	1.96%
Part Time Term Time	£19,639.07	1983	£19,394.88	122	£19,624.92	2105	-1.26%
Grand Total	£26,203.95	5227	£30,158.02	1581	£27,121.75	6808	13.11%

A comparison between the earnings of full-time employees and part-time employees has been calculated across all terms and conditions within the Council.

The pay gap between a full time males salary (average £31,675) against a part time females salary (average £26,453) is **16.49%**, **this is a slight improvement from 17.12% in 2019**. There is a positive gender pay gap between full time females and full time males of 5.91% meaning full time females earn on average 5.91% more than full time males.

The proportion of females in part time work and the quality of part time work available in the UK are closely associated with its relatively high gender pay gap in comparison to international standards. Around 1 in 5 jobs in the UK is part time but 4 in 10 females work in part time employment. These proportions have remained constant since the early 1990's.

While opportunities for part time work in the UK has increased rapidly, there are concerns about the quality of these jobs, particularly pay, career progression, training and other conditions of employment.

In shifting to part time work, women are also likely to downgrade their occupational status due to lack of suitable part time opportunities that fit their skill set. Research has found that a third of female corporate managers move to a lower skill occupation after having a child with two thirds of these moving into clerical work.

Table 6: Full and Part Time analysis – Percentage of Male and Female by Basis and Grade

Grade	Female									Male									Overall Total	
	Full Time		Full Time Term Time		Part Time		Part Time Term Time		Total	Full Time		Full Time Term Time		Part Time		Part Time Term Time		Total		
	No	%	No	%	No	%	No	%		No	%	No	%	No	%	No	%		No	%
G01	17	0.33%	17	0.33%	271	5.27%	1423	27.70%	1728	10	0.19%	2	0.04%	29	0.56%	77	1.50%	118	1846	35.93%
G02	247	4.81%	29	0.56%	446	8.68%	386	7.51%	1108	227	4.42%	3	0.06%	16	0.31%	25	0.49%	271	1379	26.84%
G03	76	1.48%	1	0.02%	58	1.13%		0.00%	135	106	2.06%	1	0.02%	33	0.64%	2	0.04%	142	277	5.39%
G04	153	2.98%	28	0.54%	87	1.69%	137	2.67%	405	188	3.66%	4	0.08%	12	0.23%	7	0.14%	211	616	11.99%
G05	127	2.47%	18	0.35%	54	1.05%	11	0.21%	210	125	2.43%	3	0.06%	13	0.25%	1	0.02%	142	352	6.85%
G06	167	3.25%	1	0.02%	54	1.05%	2	0.04%	224	111	2.16%	1	0.02%	8	0.16%		0.00%	120	344	6.70%
G07	57	1.11%	2	0.04%	14	0.27%	1	0.02%	74	55	1.07%		0.00%	7	0.14%		0.00%	62	136	2.65%
G08	57	1.11%	3	0.06%	14	0.27%	1	0.02%	75	29	0.56%		0.00%		0.00%		0.00%	29	104	2.02%
G09	16	0.31%		0.00%	2	0.04%		0.00%	18	17	0.33%		0.00%		0.00%		0.00%	17	35	0.68%
G10	12	0.23%		0.00%	2	0.04%		0.00%	14	6	0.12%		0.00%	1	0.02%		0.00%	7	21	0.41%
G11	11	0.21%		0.00%		0.00%		0.00%	11	11	0.21%		0.00%		0.00%		0.00%	11	22	0.43%
G12	3	0.06%		0.00%		0.00%		0.00%	3	2	0.04%		0.00%		0.00%		0.00%	2	5	0.10%
Work Placement		0.00%		0.00%		0.00%		0.00%			0.00%		0.00%	1	0.02%		0.00%	1	1	0.02%
Grand Total	943	18.35%	99	1.93%	1002	19.50%	1961	38.17%	4005	887	17.26%	14	0.27%	120	2.34%	112	2.18%	1133	5138	100.00%

This table demonstrates vertical and horizontal segregation between males and females across the grades within the County Council. Out of all the employees (male and female) on Green Book terms and conditions, the highest percentage of employees are female part time term time within Grade G01 (27.70%) which will be attributable to schools support staff and employees who support schools such as school escorts and passenger assistants. The majority of our employees are within Grade G01 and G02, which is as expected.. This also demonstrates our OD principles with a flatter structure and less layers and levels.

8.0 Disability Analysis

Table 7: Disability analysis of all employees

	Number	Percentage	Average FTE salary
Disabled	155	2.28%	£26,007
Not Disabled	4143	60.86%	£27,421
Prefer not to say or undisclosed	2509	36.86%	£26,396.20

** Note: It has not been possible to produce a meaningful view of a grade-by-grade comparison and of occupational segregation due to low numbers, as noted above.*

There are a significant numbers of employees who have not declared their disability status or for whom this status is not known and this makes it difficult to undertake a robust analysis of pay by disability status. Out of the 6808 records across all County Council employees, 155 (2.28%) have disclosed a disability, 4143(60.86%) have registered not disabled and 2509 (36.86%) have not disclosed any information in relation to a disability. The data has improved slightly from the 2019 audit with a decrease in the numbers of employees who have not disclosed their disability status. However there is still 36.86% of the workforce who have not declared.

There is a 5.15%% mean pay gap between all employees across the County Council with a registered disability and those who have declared themselves as not disabled. This means the average salary of a disabled person is on average 5.15%% lower than a non-disabled person. This data however, is not considered to be robust due to the high proportion (36.86%) of employees who have not declared information on disability.

All employees are encouraged to utilise the employee self-service on the HR system to disclose information in relation to protected characteristics. On-going work within this area will continue.

9.0 Ethnicity Analysis

Table 8: Ethnic Profile for all Employees of Flintshire County Council

Row Labels	Average Salary	Number of Ethnicity	Percentage
African	£32,572.80	5	0.07%
Any Other Asian Background	£28,568.00	5	0.07%
Any Other Background	£24,721.00	3	0.04%
Any Other Chinese Background	£31,346.00	1	0.01%
Any Other Mixed Background	£29,357.00	4	0.06%
Any Other White Background	£29,147.80	5	0.07%
Caribbean	£46,219.00	2	0.03%
Chinese	£35,470.50	2	0.03%
Indian	£18,933.00	2	0.03%
Pakistani	£35,971.00	1	0.01%
White And Asian	£28,341.00	3	0.04%
White And Black Caribbean	£23,057.80	5	0.07%
White British	£26,025.58	1426	20.95%
White British English	£27,832.37	887	13.03%
White British Other	£27,754.50	18	0.26%
White British Scottish	£28,963.57	23	0.34%
White British Welsh	£28,199.21	1973	28.98%
White Irish	£29,592.05	20	0.29%
White Other	£23,596.69	55	0.81%
Not Stated	£26,670.71	7	0.10%
Prefer Not To Say	£31,687.12	26	0.38%
Unknown/blank	£29,178.91	2335	34.30%

There are significant numbers of staff who have chosen not to disclose their ethnicity or who have not provided any information on their ethnic origin (**34.30%**) this has slightly improved from 2019, where the figure was 34.73% but, this makes it difficult to undertake a robust analysis of pay by ethnicity.

4410 have disclosed their ethnicity as “white” (**64.78%**) and 30 employees have disclosed their ethnicity as BME (Black or Minority Ethnic) (0.44%.) Please note the ethnic profile of Flintshire County is 98.5% white (2011 census – office for national statistics). The Ethnicity pay gap is --15.50% which shows that BME employees earn on average 15.50%

more than those who have disclosed their ethnicity as White. However due to high number of employees who have not stated their ethnicity or we do not have the information this is not considered to be robust enough for meaningful data.

10.0 Sexual Orientation

The proportion of the total population of employees who have declared their sexual orientation as heterosexual is 42.16%. 0.81% have declared themselves as bisexual/gay/lesbian, and 2.42% have preferred not to say and for 54.45% their sexual orientation is unknown. The data that the County Council holds on sexual orientation is not sufficiently robust to report on pay gaps.

11.0 Religion

The proportion of the total population of employees who have declared their religion or belief as Christian is 31.89% and 0.21% have declared another religion or belief (Buddhist, Hindu, Jewish, Muslim or Sikh.) 17.41% reported they have no religion and 2.45% prefer not to say and for 47% religion or belief is unknown. The data which the County Council holds on religion is not sufficiently robust to report on pay gaps.

12.0 Conclusion

Overall our gender pay gap has continued to improve year on year

Table 9 Gender pay gap by year

Gender Pay Gap	2017	2018	2019	2020
Overall	16.96%	13.65%	13.40%	13.11%
NJC/Green Book	18.60%	16.22%	15.45%	15.00%

Our biggest challenge remains Occupational segregation. When we look across the County Council as a whole, women are more heavily concentrated in lower paid roles and in particular kinds of roles.

Occupational segregation is one of the barriers which prevents women and men fulfilling their potential in the labour market and consequently contributes to the pay gap. Women tend to be concentrated in lower paid jobs and the lower grades within the organisation.

We need to ensure that the pool of talent and skills available to employers is not inhibited by stereotypical perceptions of what women and men do and that everyone's skills are being utilised to the maximum potential.

In 2020 with the impact of the pandemic we have had a high proportion of the workforce working from home and in some cases unable to fulfil their full role, we have kept these employees on full pay, and focused on what they can do rather than what they can't.

The Audit provides reassurance that the County Councils job evaluation scheme and the processes within which it operates are robust and meet equality requirements.

Flintshire County Council is committed to delivering equal treatment of its employees regardless of their gender or other protected characteristics. The Equality and Diversity Infonet pages provide further information about the equality initiatives the County Council is currently engaged with. The County Councils commitment to equality and diversity can also be evidenced by the specific objectives that have been identified in the Strategic Equality Plan 2016-2020.

As we monitor the sizes of our gender pay gaps within Flintshire County Council, we will seek to continue to ensure that our HR policies and practices help to improve awareness across the organisation and help close the gender pay gap.

The Council is committed to work life balance and provides a wide range of flexible working opportunities as a means to support, develop and retain employees at work. We will continue to promote these initiatives going forward and hopefully encourage more females to take up more senior management roles within the County Council. The Agile Working Policy was reviewed in 2018, which promotes agile and flexible ways of working to support both the employee and the organisation.

13.0 Next Steps and Action Planning

Our gender pay gap has continued to improve year by year, since the last audit, due to the pandemic we have been unable to proactively carry out all the actions from the last audit.

We continue to have gaps in our data and will continue to encourage employees to update their diversity data when commencing new roles or through the self serve iTrent portal.

As referred to in the conclusion, our biggest challenge remains occupational segregation. Flintshire County Council is composed of 77% females, which are more highly concentrated lower down the pay and grading structure. We have seen this year we now have increasing numbers of female employees within our NJC pay scales from G08 onwards, with an equal split of male and females at G11. However we have a

substantially high number of female employees in Grade G01 and G02 at the bottom of the pay scale which overall impacts our gender pay gap.

In conclusion:-

- We will continue to report annually on the gender pay gap in Flintshire County Council.
- We will continue to appoint and develop people on merit, regardless of their gender or other factors covered by the Equality Act 2010.
- We will continue to apply our OD principles and carry out a fair and balanced JE process
- We will continue to develop our workforce at all levels to make sure talented people can progress into the most senior roles.
- We will continue to promote positive work/life balance offering flexible working options to assist in addressing any equality issues.
- We will continue to apply fair recruitment and selection practices.
- We will continue to reduce the gaps in our data
- We will review our Agile Working Policy to ensure we are offering flexibility and work life balance in line with the current times

These targets are designed to push Flintshire County Council to become more imaginative in how we go about attracting, recruiting, developing and encouraging our most talented colleagues to stay with us.

In conclusion the County Council will continue to eliminate unlawful discrimination and to advance equality of opportunity through its role as employer and through its work with the community.

This comprehensive audit emphasises the County Council's commitment to monitoring pay in order to equally reward work of equal value and continue to contribute to develop equality and diversity strategies to promote good practice.