Scottish Children's Reporter Administration

Gender Pay Gap Report – 2019

Executive Summary

SCRA is required under The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 to publish our gender pay gap annually, and to ensure that the design and operation of our pay system is not biased.

All staff, including Modern Apprentices, the Principal Reporter/Chief Executive, part-time, full-time and fixed term employees, who were in post on 31st January 2019 are included in this report and analysis.

SCRA's gender pay gap across the organisation remains significant however the figures this year reflect a continued downward trend. Over the last three years, the gender pay gap has reduced from 28.78% in 2017 to 27.27% in 2018 to **27.11% in 2019.**

This reduction in 2019 is smaller than in the previous year. This in part reflects the changed shape of the 2018/19 pay offer.   Lower paid grades within the organisation received a proportionately higher pay increase however this was smaller than in previous year. The greater parity in the percentage increases offered across the grades will have in part contributed to the smaller reduction in the pay gap in 2019.

SCRA's demographics, which on 31st January, 2019 comprised of an 87% female workforce with the 13% male workforce disproportionately represented in professional and senior grades reflects a similar position in 2018. The level of turnover in SCRA, at 5%, limits some of the opportunities to work towards a workforce that is more representative of the Scottish population, however we remain committed to that Equality Outcome across all of our pay grades.

As in previous years, while SCRA's overall gender pay gap remains high, analysis of each of SCRA's grades shows a more balanced gender pay gap with the pay gap varying from -3.24% in favour of women to 2.49% in favour of men. This continues to show that SCRA does not have an equal pay issue.

As reflected in the 2018 report, the grade where SCRA has the largest gender pay gap in favour of men is Grade G, which is the senior management grade. However, this has reduced from 3.67% in 2018 to 2.49% in 2019 which shows that the pay gap is narrowing. We continue to work with our Women into Leadership Network, and in line with our succession plan, to identify talent to increase representation within the senior professional and management roles.

In 2019 we saw an increase in employee reporting of protected characteristics on our eHr system following a successful Equality Monitoring Campaign. This has improved the quality and reliability of the pay gap information in this report, relative to these protected characteristics. The Disability and Ethnicity Gap at 1.48% and 3.55% respectively reflect a more balanced picture than gender. Our Equalities Network will

consider ways to encourage staff within these groups to develop and progress to senior professional and management roles within SCRA.

1. Introduction

1.1   The purpose of a gender pay gap analysis, as outlined by the Equality and Human Rights Commission (ECHR), is to focus on comparing the pay of male and female employees. As well as identifying differences in pay, a gender pay analysis should also examine the factors influencing any gender pay gap, and identify actions for addressing pay gaps.

1.2   SCRA is required under The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 to publish our gender pay gap figure annually, and to ensure that the design and operation of our pay system is not biased.

1.3   All staff, including Modern Apprentices, the Principal Reporter/Chief Executive, part-time, full-time and fixed term employees, who were in post on 31st January 2019 are included in this report and analysis.

1.4   The pay gap has been calculated using the average hourly rate across each characteristic, using both the mean and median hourly rates. The mean being the average hourly rate and the median being the hourly rate at which 50% of staff are above or below. The mean is considered by many organisations to be a more useful measure as it includes the highest and lowest rates of pay and because those on the highest rates of pay tend to be men and those on the lowest are more likely to be women, it captures a more complete picture of the pay gap.

2. Gender Pay Gap Information

2.1   The gender pay gap results when measured against all staff are detailed in Figures 1 and 2.
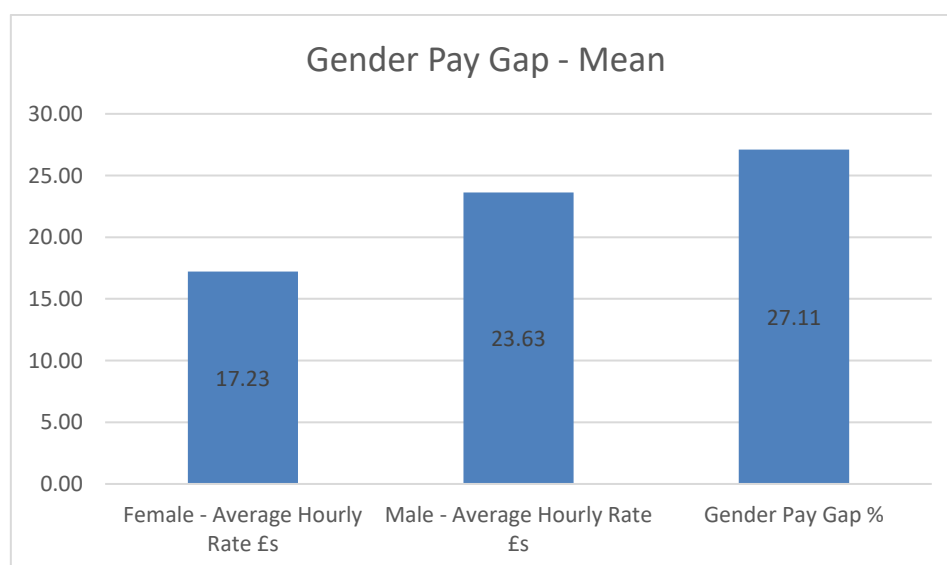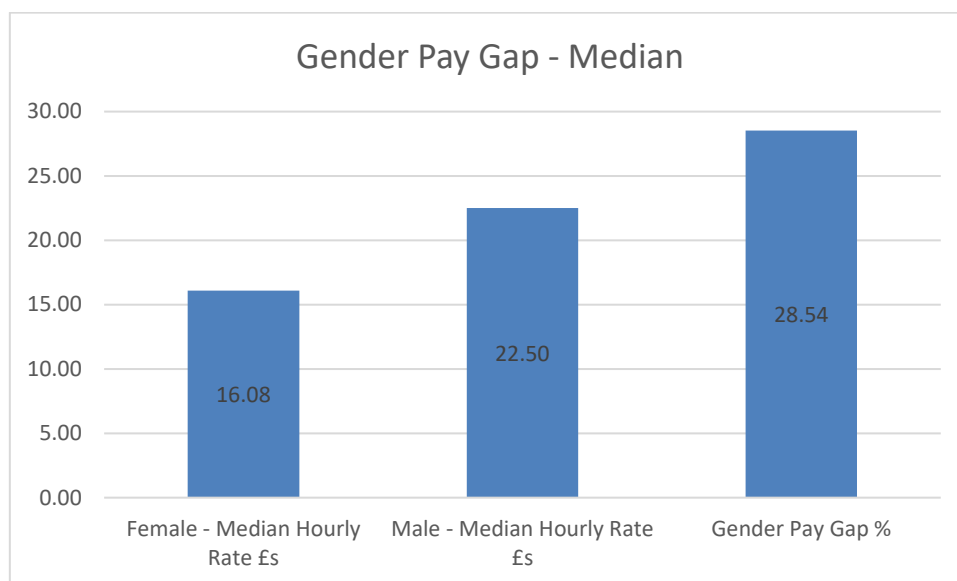
Figure 1

Figure 2

The calculations for Figures 1 and 2 were made using the following formula, substituting the mean average hourly rates with the median average hourly rates as required:-

(Average Male Hourly Rate – Average Female Hourly Rate) X 100
                    Average Male Hourly Rate

2.2   Figure 1 shows that the current gender pay gap when using the mean average hourly rate of pay is calculated at 27.11% - a reduction of 0.15% from 2018.

2.3   Figure 2 shows that the current gender pay gap when using the median average hourly rate of pay is calculated at 28.54% (down 0.34% from 2018). Compared with the Office of National Statistics (ONS), SCRA's median figure is 10.64% higher than the median across public sector employees for 2018. This is a marginal improvement of 0.14%

2.4   Further analysis by grade is undertaken in this report, however, SCRA continues to have a predominantly female workforce (87% at 31st January, 2019). While there are proportionately more males in professional and senior management roles, this year has seen small increases in female employees in Grades F which, although this has had an impact on the pay gap, will likely improve the position as these staff progress through the salary scale. There has also been a slight improvement in the pay gap at Grade E, -0.25% in 2018 to -0.6% in 2019.

3.   Differences by Grade

3.1   Figures 3 and 4 illustrate the gender pay gap by grade, using both the mean and median average hourly rates of pay. As illustrated, the results differ depending on whether or not the mean or median averages are applied.
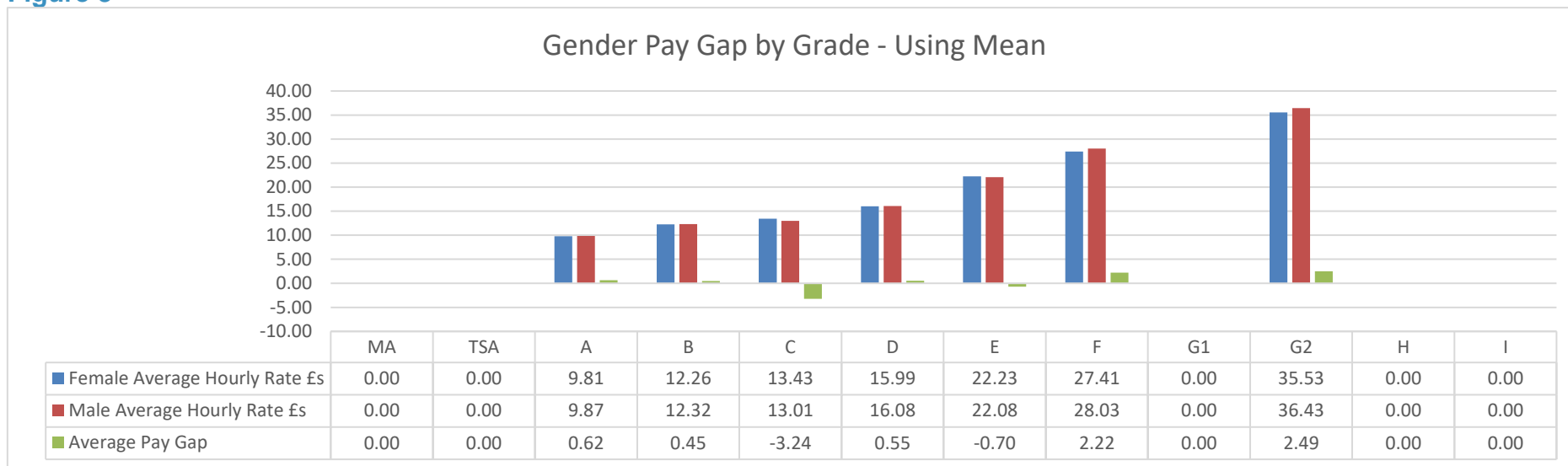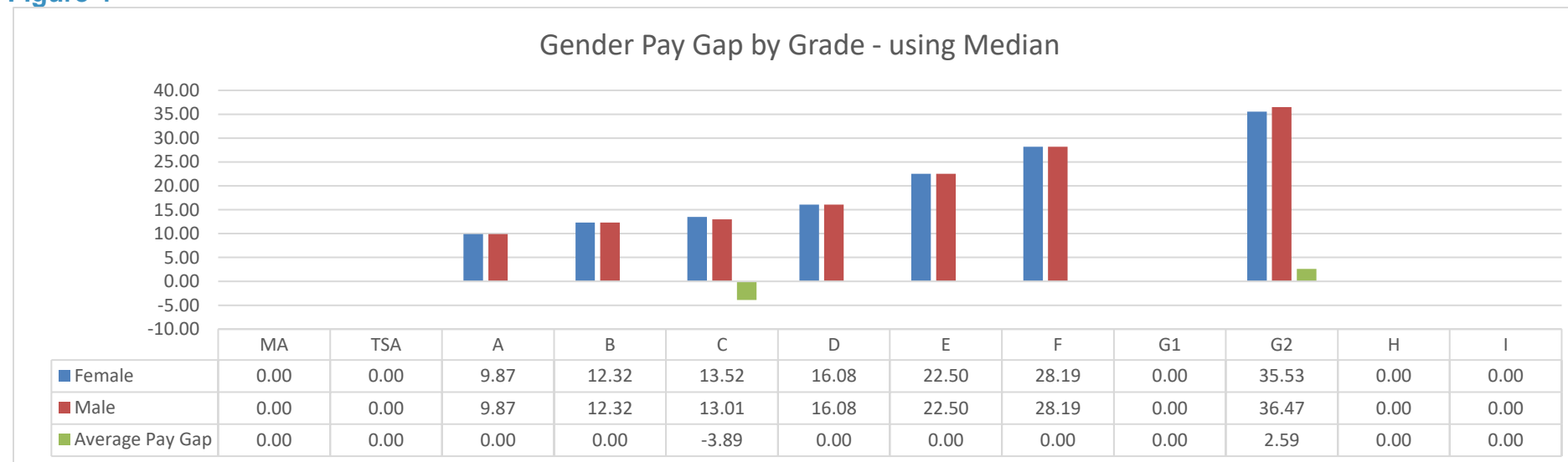
Figure 3

Gender Pay Gap by Grade - Using Mean

	MA	TSA	A	B	C	D	E	F	G1	G2	H	I
■ Female Average Hourly Rate £s	0.00	0.00	9.81	12.26	13.43	15.99	22.23	27.41	0.00	35.53	0.00	0.00
■ Male Average Hourly Rate £s	0.00	0.00	9.87	12.32	13.01	16.08	22.08	28.03	0.00	36.43	0.00	0.00
■ Average Pay Gap	0.00	0.00	0.62	0.45	-3.24	0.55	-0.70	2.22	0.00	2.49	0.00	0.00

Figure 4

Gender Pay Gap by Grade - using Median

	MA	TSA	A	B	C	D	E	F	G1	G2	H	I
■ Female	0.00	0.00	9.87	12.32	13.52	16.08	22.50	28.19	0.00	35.53	0.00	0.00
■ Male	0.00	0.00	9.87	12.32	13.01	16.08	22.50	28.19	0.00	36.47	0.00	0.00
■ Average Pay Gap	0.00	0.00	0.00	0.00	-3.89	0.00	0.00	0.00	0.00	2.59	0.00	0.00

Note for Figure 3 & 4 Grade MA, TSA, G1 and I not recorded as only 1 postholder. Grade H is vacant

3.2   Examination of this data has identified that when the mean calculation is used (Figure 3), other than Grade G, the gender pay gap ranges from -3.24% to 2.22%, the minus figures being those which are in favour of female post-holders. The pay gap highlighted at Grade G has reduced further in 2019 by 1.18% to 2.49%. This is an overall reduction since 2017 of 2.54%, which is a positive improvement in a predominantly male grade. The most significant change from 2018 is at Grade C with the pay gap decreasing from 0.00% to -3.24% in favour of female employees. The numbers in this grade are small, 7 members of staff, and in previous years all post-holders have been female. This grade now reflects both male and female employees which is the reason for the decrease, however this appointment is progress in seeking to increase diversity across our grades. Overall these statistics are considered to be acceptable levels of gaps per grade.

3.3   Figure 4, using the median average hourly rate, shows that all grades, other than Grade G and Grade C, have no gender pay gap at all, with Grade G again reducing from 4.21% to 2.59%. This is an overall reduction since 2017 of 4.43%.

3.4   Grade G, which is the grade occupied by the Executive Management Team (excluding the Principal Reporter/ Chief Executive) shows, as in previous years, a gender pay gap in favour of men at 2.49% using the mean and 2.59% using the median. However, following the retirement of a member of the Team in 2019, further changes are anticipated in 2020.

3.5   The information in Figures 3 and 4 further confirms, as in previous years, that, despite the high gender pay gap outlined in Section 2, SCRA does not have an equal pay issue.

3.6   SCRA, in response to our Equalities Strategy, aims to progress the composition of workforce to one that more represents Scotland's population. This year some progress has been made in using a range of different media to seek to attract a wider range of candidates. There has been an increase in applications from candidates in the 24 – 34 age category and also an increase in the appointment of candidates from this age category band. We have also seen an increase in applications from candidates with a disability and non-heterosexual sexual orientation. Further work will be done in 2019/20 to consider appropriate media to further increase candidates from these and under-represented ethnic groups.

4.   Distribution of Female and Male Employees

4.1   Figure 5 outlines the distribution of female and male employees by quartile. The four quartiles of Lower, Lower Middle, Upper Middle and Upper quartiles, are determined by the specific public sector duties laid upon SCRA by the 2017 Regulations.   Figure 5 highlights that the gender pay gap continues to be influenced by the greater number of female employees working in Lower and Lower Middle quartiles (n- 120 females, 5 males and n- 118 females and 7 males respectively). Overall 95% of employees within the Lower and Lower Middle Quartiles are female which is a small decrease on 2018.

4.2   There are more male employees in the Upper Middle and Upper Quartiles (n-16 and n- 37 respectively). Overall female employees still make up 79% of all staff in these quartiles, however there were 2.89% more female employees in the Upper Quartile in 2019 as compared to 2018.   The biggest variation from 2018 is in the Upper Middle Quartile where there has been an increase of 3.2% of males. The unequal distribution of male and female employees across the quartiles directly influences SCRA's gender pay gap.
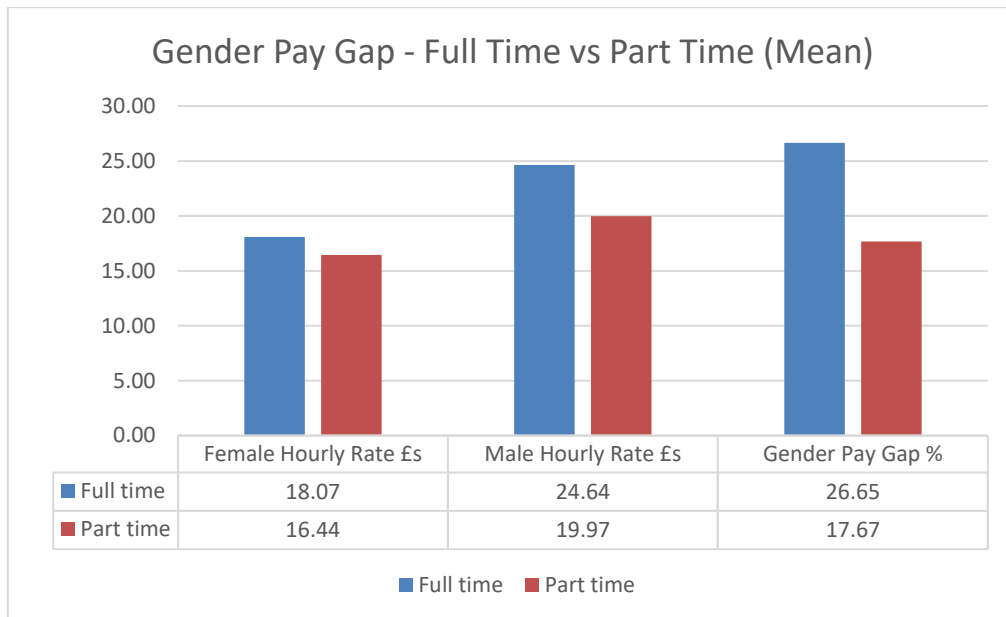
Figure 5
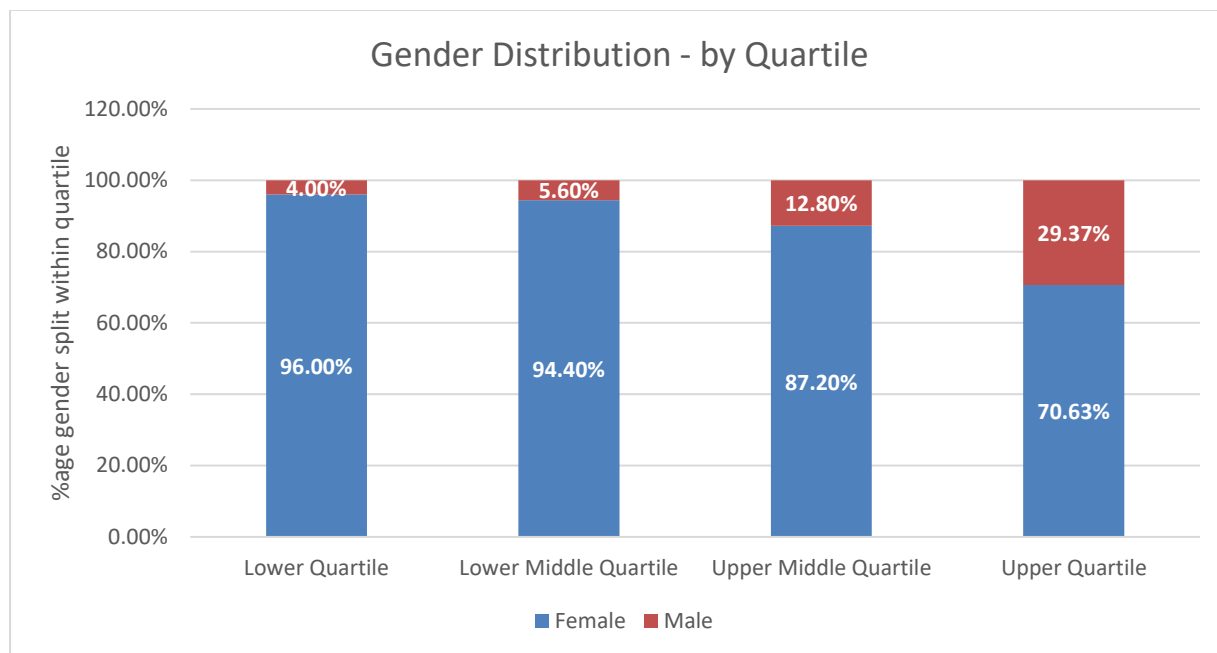
4.3   Analysis of our recruitment information for 2018 shows that 86.4% of all applicants were female, 88.5% of shortlisted candidates were female and 91.9% of all appointees were female. A similar pattern is reflected across the 3 previous years. Further analysis of male applicants shows that 75% applied for professional and para-professional roles. This reflects that SCRA roles predominantly attract female applicants across our grades and where male applications are received these tend to be for professional posts.

5.   Full Time vs Part Time

5.1   When comparing the pay between male and female employees employed on both full and part-time hours, as detailed in Figure 6, the mean gender pay gap is still significant at 26.40% and 17.09% respectively. The full-time figure has increased by 0.86% however the part-time figure has reduced significantly by 7.47%.   The 2018 figures were adjusted to 25.54% and 24.56% due to a change in the method of calculation.

5.2   The median calculation showed a small decrease in the gender pay gap from 28.88% in 2018 to 28.54% for full-time and 28.19% for part-time employees.

Figure 6

Gender Pay Gap - Full Time vs Part Time (Mean)

	Female Hourly Rate £s	Male Hourly Rate £s	Gender Pay Gap %
Full time	18.07	24.64	26.65
Part time	16.44	19.97	17.67

5.3   As evidenced in Figure 7, there continues to be more female employees working on a part-time basis with 45% of all staff being female part-time workers, with the highest proportion of these being in Grade B and Grade E. The percentage of male employees employed on a part-time basis has increased by 5.54% to 21.54% with 57% of those staff employed on Grade E.
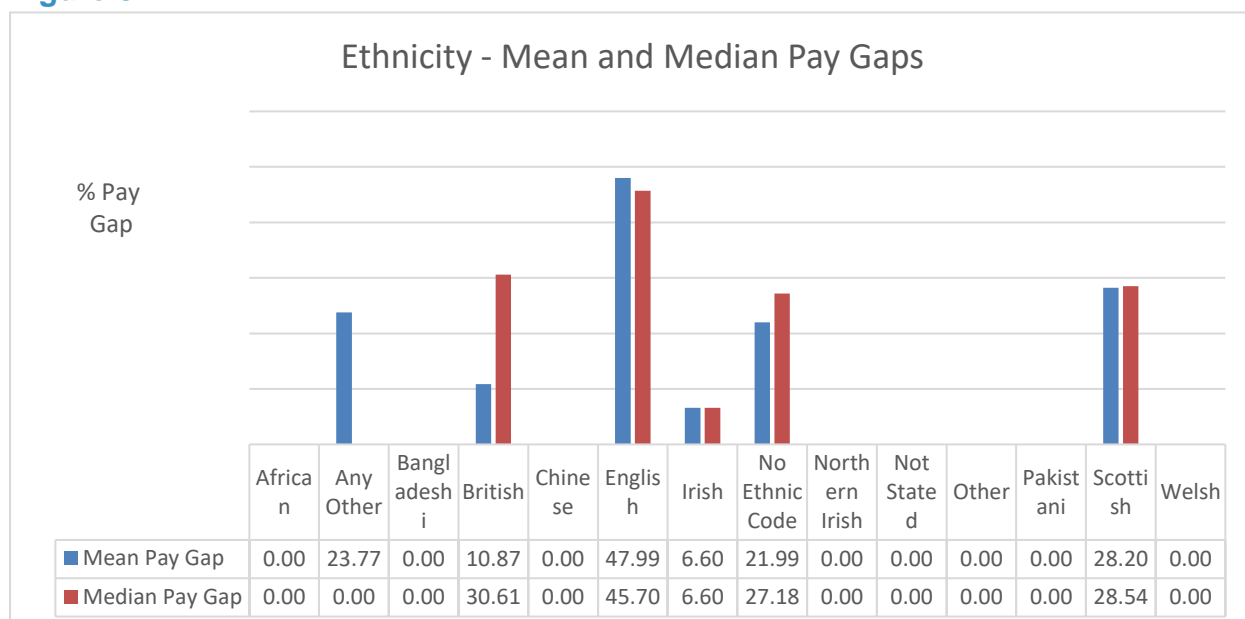
Figure 7

Distribution of Male and Female Employees by Grade, Full Time and Part Time Hours
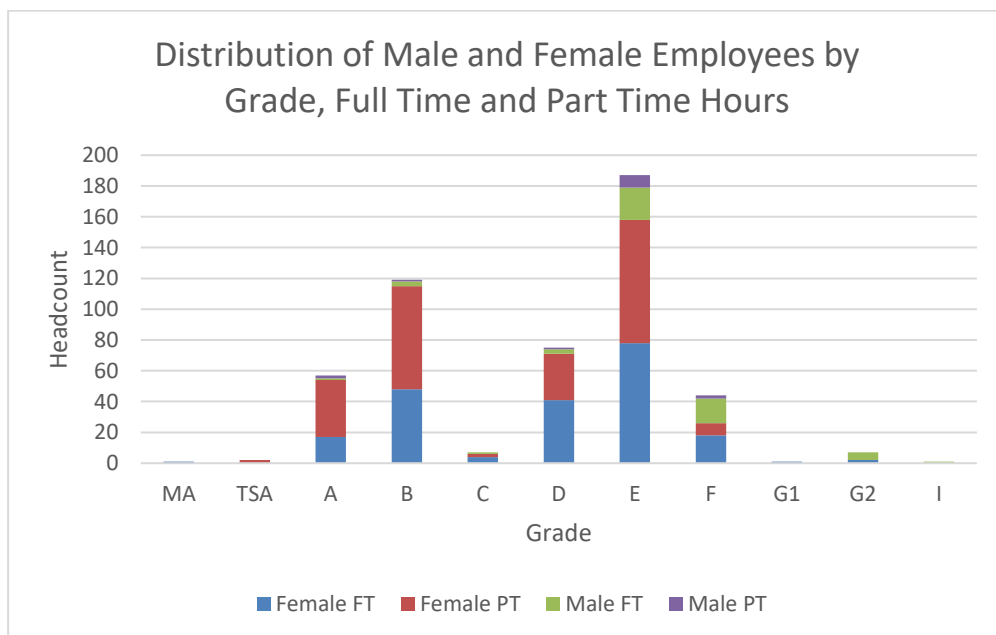
6. Ethnicity – Pay Gap

6.1 In November 2018, SCRA undertook and Equality Monitoring Campaign aimed at increasing the number and quality of the equalities information held by the organisation. With over 80% of staff recording their ethnicity, this has significantly improved the reliability of this analysis and helps SCRA to better understand and respond to emerging issues.

6.2 SCRA's ethnicity gap measures the differences in average hourly rate between those staff who have declared their ethnicity as BAME and those who have not. SCRA's overall ethnicity gap (mean) is 3.55%. This is small increase on the 2018 amended figure of 3.35%. This figure is reflective of the improved quality of the data and highlights an under representation of staff with a declared ethnicity in senior professional and management grades.

6.3 Figure 8 further details the gender pay gap across all reported ethnicities held within the e-hr system, both in mean and median calculations. The Figure identifies that the 'Scottish' and 'No Ethnic Code' categories, as in 2018, are most reflective of SCRA's overall gender pay gap with 75% of the workforce recorded within these two categories. The mean pay gap for the British category has switched from being in favour of female postholders to being 10.87% in favour of male employees. This is a swing of 15.24%. The 'English' category again shows a significant pay gap at almost 47.99%. However, the data behind this analysis includes only 10 postholders, 3 of which are male employees in professional and senior management roles. Where there is no pay gap recorded, this is due to the fact that there are only female or male employees in these categories.

Figure 8

Ethnicity - Mean and Median Pay Gaps

	African	Any Other	Bangladeshi	British	Chinese	English	Irish	No Ethnic Code	Northern Irish	Not Stated	Other	Pakistani	Scottish	Welsh
Mean Pay Gap	0.00	23.77	0.00	10.87	0.00	47.99	6.60	21.99	0.00	0.00	0.00	0.00	28.20	0.00
Median Pay Gap	0.00	0.00	0.00	30.61	0.00	45.70	6.60	27.18	0.00	0.00	0.00	0.00	28.54	0.00

6.4   SCRA recognises that its workforce does not reflect Scotland's diverse population either through gender or ethnicity and the activities in the agreed Equalities Strategy aim to improve on this over time. However, better recording has enabled SCRA to better understand the areas for improvement.

7.   Disability – Pay Gap

7.1   SCRA has a sound history and practice of supporting and retaining staff with a disability, through implementing reasonable adjustments, developing and implementing a Disability Leave Policy and a long term investment in excellent occupational health and support. SCRA has just retained, for the second year, it's level 2 Employer Disability Confident award and is working towards the Disability Confident Leader award.

7.2   SCRA's disability gap measures the differences in average hourly rate between those staff who have declared themselves as having a disability and those who have not.   SCRA's overall disability gap (mean) is 1.48%. This compares to the corrected 2018 figure of -5%, in favour of those who declared themselves as having a disability, showing an increase of 6.48%. This increase in the pay can partly be attributed to the Equalities Monitoring campaign which saw an increase in the numbers of staff reporting a disability on eHr system, however is a more balanced disability gap figure overall. There is representation in the management grades of staff with a declared disability which contributes to the low disability gap.

7.3   Figure 9 further describes both the mean and median gender pay gap as it relates to staff reporting a disability. The number of staff reporting a disability on the e-hr system increased from 9 to 22, which better reflects the workforce that is supported in terms of their disability and both the mean and median gaps have reduced compared to 2018 by 6.01% and 1.55% respectively.

Figure 9

Disability - Mean and Median Gender Pay Gaps
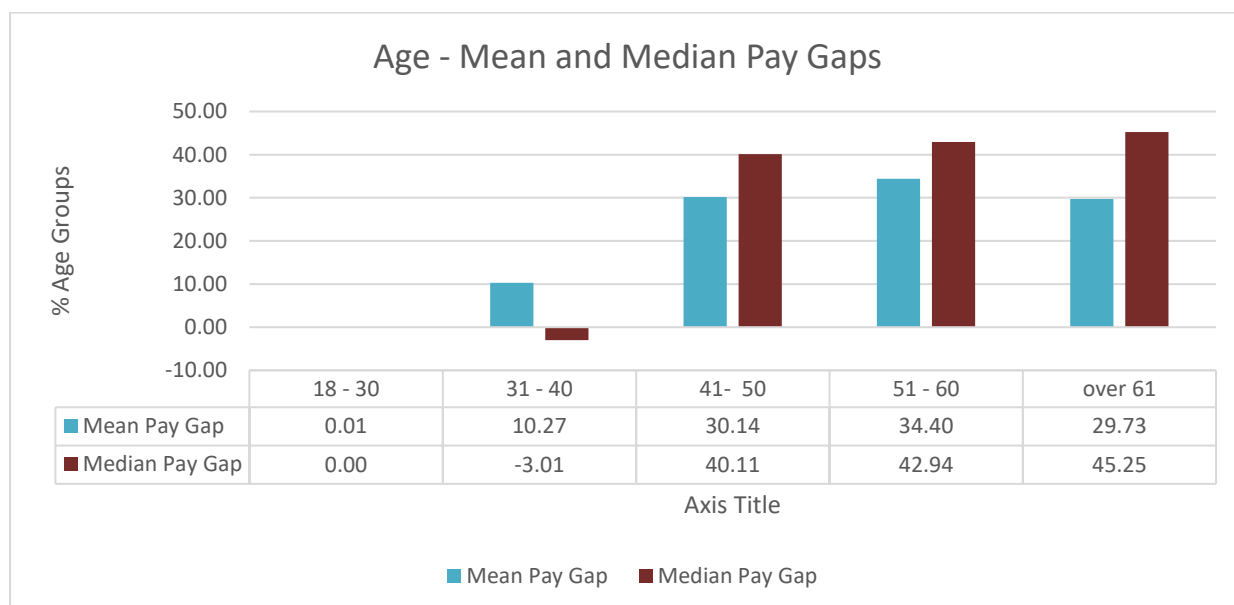
- 14.56
- 30.44

Mean Gap
Median Gap
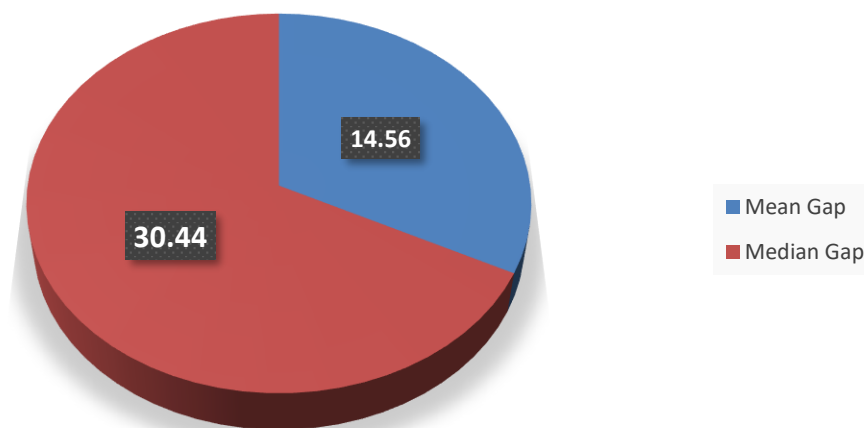
8.   Age – Pay Gap

8.1   The gender pay gap has been further analysed by age. To support this analysis, the age groups of 18 – 30, 31 – 40, 41- 50, 51 – 60 and over 61 were utilised. SCRA continues to see that 64% of all staff are in the 41 – 50 and 51 - 60 age groups. Succession planning, in terms of skills mix and the retention of knowledge and experience are highlighted in the annual workforce planning exercise.
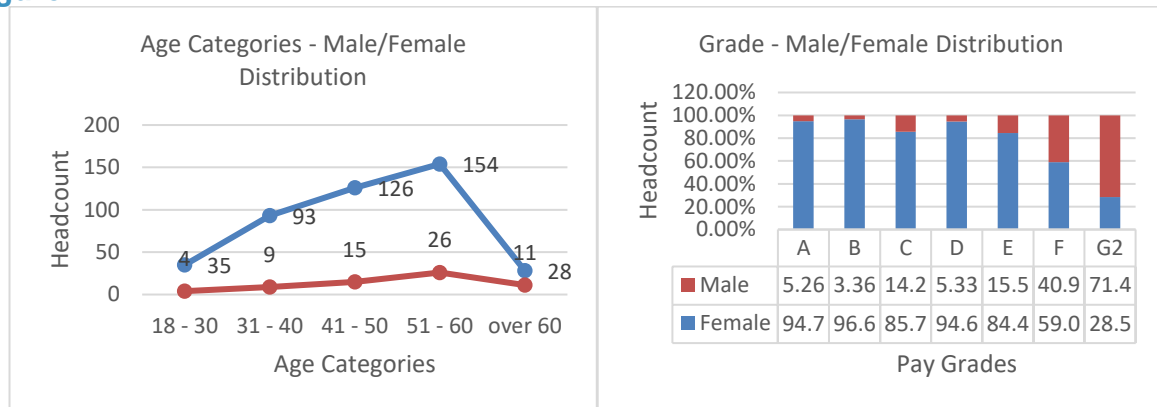
8.2   Figure 10 outlines the gender pay gaps both in mean and median format. This shows that in the age category 18 – 30 the median pay gap are level and the mean is 0.01%. There has been a small increased in male employees in this category who are employed in a higher grade as compared to 2018 data. The mean pay gap in the 31 – 40 age category shows a reduction of 6.29% and the median shows a reduction of 6.02% in favour of women. Both of these age categories show improvements in the pay gap which will be monitored to establish if these improvements filter through to the other age categories. However, the mean gender pay gap for the categories 31 – 40, 41 – 50 and 51 – 60 shows increases of 6.51%, 5.32% and 7.56% respectively. The median pay gap is also increased in the 51 – 60 category by 14.06%. Comparison between the for 2018 and 2019, shows that there is a greater increase in the numbers of female employees in the 41 – 50 and 51 – 60 categories in the lower grades along with an increase in male employees at the higher grades in 51 – 60 which perhaps accounts for the increased pay gap. ONS Statistical Bulletin : Gender Pay Gap in the UK 2018 reports that the gender pay gap has closed most markedly among 40 to 49 year olds since 1997. SCRA's median pay gap in this age category is significantly higher and the Equalities Network will further consider this.

Figure 10

Age - Mean and Median Pay Gaps

	18 - 30	31 - 40	41- 50	51 - 60	over 61
Mean Pay Gap	0.01	10.27	30.14	34.40	29.73
Median Pay Gap	0.00	-3.01	40.11	42.94	45.25

Axis Title

■ Mean Pay Gap   ■ Median Pay Gap

8.3   This suggests that to some extent the pay gap is beginning to be addressed in the lower age categories, however the male and female distributions across the grades and age categories as seen in Figure 11 impact on the pay gaps in the upper categories.   We aim to see the age related pay gaps reducing as we manage our succession planning and encourage employees from all age groups to consider more senior roles within the organisation.

Figure 11

Age Categories - Male/Female Distribution

Age Categories	Headcount (Female)	Headcount (Male)
18 - 30	35	4
31 - 40	93	9
41 - 50	126	15
51 - 60	154	26
over 60	28	11

Grade - Male/Female Distribution

Pay Grades	A	B	C	D	E	F	G2
Male	5.26	3.36	14.2	5.33	15.5	40.9	71.4
Female	94.7	96.6	85.7	94.6	84.4	59.0	28.5

9.   Conclusion

9.1   We recognise that overall SCRA continues to have a significant gender pay gap. However the demographics of the organisation in relation to the number of female employees and the disproportionate number of male employees in professional and senior grades remains a key factor in how the pay gap is determined.

9.2   SCRA's Equality Outcomes are focused on developing our workforce to be more representative of the Scottish population across all of our pay grades. Female representation in our management and senior management grades is a fair representation of the Scottish Population. However, we recognise that the organisation has a significantly higher proportion of women, particularly in our lower grades, which impacts upon our overall gender pay gap. Our Women into Leadership Action Plan is one of our plans to support a change in the shape of our organisation and the outcomes and actions will be reviewed for their impact across all grades on a regular basis and amended as appropriate.
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9.3   SCRA remains committed to improving the gender pay gap and to furthering equality between female and male employees as well as those with protected characteristics across the organisation.

Women into Leadership Action Plan & Log (updated March 2019)

	Recommendation	Action	Owner	Timescale	Status
1.	Demonstrate consistently over time that **SCRA sees women into leadership as important and viable.**	Develop an Action Plan to focus on Women into Leadership based on the recommendations of research.	Indiya Kurlus	n/a	Complete
		Develop career profiles of women in leadership positions within SCRA (including career progression, skills, competencies and development, working patterns, etc) and place on Connect.	Indiya Kurlus	n/a	Complete
2.	Make management roles more accessible to women whose family commitments require **part time, flexible, local working patterns.**	Continue advertising of all vacancies (including management roles) which unless stated to the contrary will be available for flexible working patterns. Any EMT vacancy will be clear on what flexibility in working patterns are possible.	Susan Deery	n/a	Ongoing
		Career profiles of women in leadership positions within SCRA to include working pattern to demonstrate flexibility.	Indiya Kurlus	n/a	Complete
3.	**Line managers and mentors should increase their support of women**, encouraging them to think of themselves as leaders and to develop themselves in that direction. **Improve the appraisal process** so that it provides a strong, consistent vehicle through which leadership development can be realised.	Development of iTrent to record a minimum of 4 supervision sessions per annum to ensure supervision is taking place.	Susan Deery	n/a	Complete
		Development of iTrent to record appraisal, focusing on Personal Development Plans and objectives.	Susan Deery	n/a	Complete
		Use the information reported from Personal Development Plans recorded in iTrent to inform the development of SCRA's training needs assessment to ensure appropriate training is available.	Learning & Equalities Officer/HR	Commence October 2018 (ongoing)	Available from 2019

		Develop Mentoring & Shadowing opportunities for staff in line with succession planning approach.	Susan Deery	n/a	Started (ongoing business requirement)
		Advertise opportunities for internal and external secondments.	Susan Deery	n/a	Ongoing
		Ensure that that the Management Development Programme and Professional Manager Programme is timeously published and advertised to staff.	Learning & Equalities Officer/Lisa Bennett	Annually (advertise June, cohort start August)	Ongoing
		Develop Succession Plan for all roles within SCRA. These will identify skills, qualifications and competencies required for each role and contain a list of suitable internal candidates.	Susan Deery/post holders	December 2018	Started (ongoing business requirement)
4.	Facilitate the formation of **supportive peer groups** of women who can encourage and learn from one another in their efforts to lead.	Launch the recruitment for a Women's Leadership Network.	Susan Deery/Indiya Kurlus	n/a	Complete
		Facilitate the development of a Women into Leadership Network. First event to be led by those who attended the Women into Leadership Conference in 2017 to feedback learning to other women interested in developing into leadership.	Susan Deery/Indiya Kurlus	n/a	Complete
		Develop a Mentoring & Shadowing Programme.	Susan Deery	June 2019	Not started
5.	Provide women with **training in leadership skills**, focusing particularly on a replacement for the DPSL. Consider providing specific training for women into leadership, drawing on programs offered elsewhere.	Develop a leadership programme to replace the DPSL.	Susan Deery/Learning & Equalities Officer	n/a	Complete
		Publicise that the Professional Manager Programme (replaces the DPSL) can be delivered by VC to better include women who work outwith the central belt.	Learning & Equalities Officer/line managers	n/a	Complete
		Investigate women-specific leadership training.	Learning & Equalities Officer	October 2018	Opportunities to attend WiL

					conferences and Women in Technology conferences
		Fund 2 female staff members per year to attend the Women into Leadership annual conference.	Susan Deery	n/a	Ongoing
6.	Consider providing a **range of opportunities to lead**, and enabling employees to use the experience thus gained to make a case for promotion within their current role, without necessarily having to wait for a vacancy to come up.	Consider opportunities for all staff to adopt leadership roles outwith traditional management roles (e.g. leading projects, programmes, line manage work experience/students, etc).	Line managers	n/a	Ongoing
		Explore opportunities to increase 'acting up' opportunities where managers are on leave/off sick.	Susan Deery/Senior Operational Managers	September 2018	Ongoing
		Promote opportunities for secondment, internally and externally.	Susan Deery	n/a	Ongoing
		Provide and publicise opportunities for all staff to join organisational groups/networks (e.g. Participation Group, Equalities Network, Digital Transformation, Job Evaluation, etc).	Line managers	n/a	Ongoing
7.	Provide employees with **more information about the content of management roles**, for instance through shadowing, briefing, case studies and delegation.	Provide opportunities for managers to attend senior management meetings internally and externally, where appropriate.	Susan Deery	n/a	Ongoing
		Develop a 'Day in the Life' series to illustrate the activities undertaken by those in management positions.	Indiya Kurlus	December 2018	Started
8.	**Educate men and women in SCRA about subtle societal gender biases** that are likely to unconsciously influence their	Raise awareness of equalities, diversity and inclusion among all staff.	Equalities Network/Equalities Ambassadors/line managers	n/a	Ongoing

perceptions and interactions in the organisation.	Equalities Network to progress equalities and diversity training within SCRA.	Karen Wallace/Learning & Equalities Officer	n/a	Ongoing
	Deliver Unconscious Bias training to all staff.	Susan Deery/Karen Wallace	December 2018	Ongoing
	Development of Equalities Ambassador Programme within SCRA.	Equalities Network	n/a	Complete