

Gender Pay Gap Report 2017

Introduction

As CHS Group employs more than 250 people we are required by law to publish an annual gender pay gap report showing the difference in average female earnings compared to average male earnings, regardless of their role. This is different from equal pay where companies are required to ensure that men and women are paid the same for doing the same or similar roles.

Our Statement

CHS Group is a charitable housing association and social enterprise helping people and communities to overcome challenges, take opportunities and develop their ability to achieve their aspirations.

As well as providing affordable homes for 7000 people, we also provide a wide range of care, support and community investment services to 2000 people including residential care; housing with care; two children's day nurseries; and supported living for young people, women and people with mild to moderate learning disabilities who are on the autistic spectrum. We also have a development team who develop affordable social housing and high quality housing for sale in the open market. One of our five organisational values is Respect –

'We see people as people and treat everyone with fairness, respect and dignity' and this is embedded in our approach to the way we work with customers, stakeholders and employees.

We employ people across a range of roles including corporate and professional roles. Our operational, front facing staff are employed in roles including property maintenance, housing management, customer services, support officers, nursery staff, care and homecare assistants, cooks, laundry and housekeeping services.

At the reporting date, CHS employed 75 men of whom 49% work less than full time hours and 386 women of whom 76% are working part time hours.

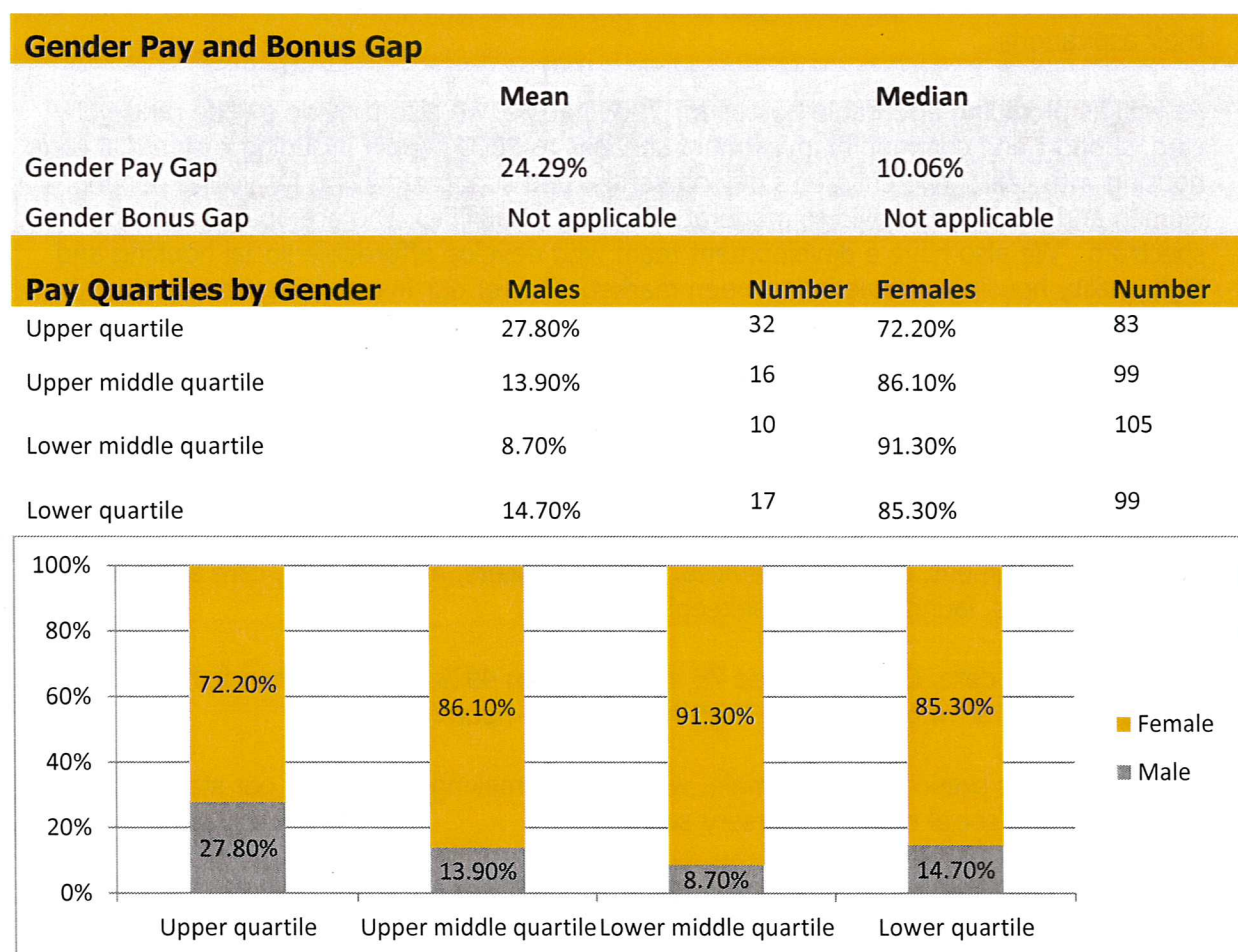
Our workforce is predominantly female, with women making up 84% of our staff, which is reflective of the social care and nursery sectors.

In 2016/17, the adult social care workforce in England was 82% female and 18% male and this was reflected across all job roles within care.

The national picture for people employed within early years nurseries roles are 98% female.

Employee Breakdown at Snapshot date		
Service Area	Male	Female
Corporate professional and support services, finance, HR, and ICT	11	24
Corporate customer facing including housing and property management and customer services	8	25
Community support services including day nurseries, supported living schemes for young people , women and people with mild to moderate learning disabilities and community investment	23	94
Older peoples services including residential care and Housing with Care	29	231
Development	4	3

This is our data for the snapshot date of **5 April 2017**:



Understanding the Gender Pay Gap

The overall average (mean) pay gap of 24.29% is mainly due to the diversity and type of roles across the organisation.

All posts are paid at the same rate regardless of gender. We review salaries against independent market pay data bi-annually.

The workforce at CHS Group is made up of significantly more females (84%) than males (16%).

Roles in the lower middle and lower quartiles are predominantly undertaken by women. This profile reflects the nature of the social care and nursery sectors as care and nursery roles make up 98% of the posts in these quartiles and these disproportionately attract women. This is one of the main reasons for our mean gender pay gap.

Lower Quartile:

In the lower quartile we have 17 men (15%) and 99 women (85%) working in nursery and housekeeping and laundry roles.

In April 2017 posts in nurseries and older people's services (men and women) were reviewed against market pay data. Our pay strategy is to pay all posts at market median however given recruitment challenges a number of posts across nurseries and older peoples services were increased to the upper quartile pay rate. 87% of the affected posts were held by women.

Upper Quartile:

In the upper quartile we have 32 men (27%) and 83 women (72%) working in roles ranging from administration staff, senior and middle managers through to Executive Director.

Females are not under-represented at senior levels within the organisation. The Chair of the Board is female, and there are 5 other females and 4 male Board Members (these individuals are not employees and therefore excluded from the data for the purposes of gender pay reporting), however we believe this also shows our commitment to gender equality. Our Executive Director team comprises 1 female and 2 male. In addition to the executive team, the senior management group has 7 women and 4 men.

Current Best Practice

What we do:

- Recruitment and selection policy – clear and transparent recruitment processes with a competency based approach to recruitment with all appointments made on the basis of merit demonstrated against objective and non-discriminatory criteria.
- Formal appraisal and one to one process.
- Transparent and fair pay system with posts at all levels rated against independent market testing.
- Competency frameworks linked to pay and career progression (for specific posts within care and nurseries).
- All staff have the opportunity to pursue fully funded qualifications.
- Apprenticeships.
- Internal secondments to develop skills and experience.
- Management development programme for new and aspiring managers.
- A range of flexible working options to enable work life balance.
- Comprehensive training programme encouraging personal development and progression.
- Housing Diversity Network mentoring programme.

- Disability Confident employer; registered with the Disability Confident Scheme and committed to supporting people with disabilities to work with us.

Personal Development and promotion:

Career development opportunities are open to all staff and this has enabled internal promotions across a range of job roles. We are proud to have 11 female employees who have progressed within CHS from lower and lower mid quartile roles to upper quartile management roles.

Salary progression through the achievement of sector specific nationally recognised qualifications is available for many lower quartile positions; and CHS encourages and enables all staff to undertake these courses by offering full pay for study time and exams.

Future focus areas to reduce our Gender Pay Gap

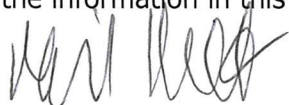
We will:

- Keep abreast of national initiatives and best practice developments within our sector to encourage a more diverse workforce.
- Review our recruitment process to identify ways of encouraging more men into our care and nursery teams so that our staff base represents our client base more closely.
- Increase opportunities for school leavers to undertake work experience, summer placements and apprenticeships in care and nurseries.
- Develop in-house Care Ambassadors to promote working in the social care sector to breakdown stereotypical barriers and explore other initiatives to attract diversity in all our business areas.
- Conduct an equal Pay Audit in late 2018 alongside our market pay review for 2019/20 financial year.
- Review flexibility of roles across our business.
- Continue with our objective to pay all staff at least the Real Living Wage.
- Work with our employee forum to explore whether there are any issues that they believe contribute to gender inequality and work with them to break down any barriers where they exist.
- Introduce a management development programme linked to an ILM accredited course for experienced managers across CHS.

We are committed to positively promoting equality of opportunity and encouraging diversity among the workforce. We will continue to analyse our gender pay gap data and implement the changes above with the aim of reducing the existing gap in the average earnings of females compared to males within CHS.

I confirm that the information in this statement is accurate.

Signed:



Nigel Howlett
Chief Executive

Date: 29 March 2018