

**PAY POLICY STATEMENT 2024/25**

**HOUNSLOW COUNCIL**

# 1 Introduction

- 1.1 In accordance with the requirements of the Localism Act 2011, this Pay Policy Statement sets out the Council's policy on the payment of its Chief Officers and lowest paid employees. All decisions on pay and reward will comply with this statement. It is agreed by Borough Council every year and can be amended during the financial year, providing any changes are approved by Borough Council.
- 1.2 Our aim is to establish a flourishing workforce where our people connect, feel they belong and can grow so that we can deliver outstanding services to our residents. We wish to be an employer of choice, continuing our recognition as a Council of the Year. We want our community to be served by people who live our values and we will always be prudent with our employment costs ensuring they reflect budgetary and efficiency needs.
- 1.3 We are committed to ensuring fair and appropriate levels of pay and remuneration for all of our employees. The Council's ratio of pay at the lowest to highest paid is 9:1. Our median pay multiple (the ratio of the median salary compared to the highest earner) remains 5:1. We believe this to be appropriate for the size and complexity of the authority and it compares favourably with the pay multiple in the private and public sectors. We are also in line with our neighbouring boroughs (Hillingdon, Ealing, Richmond, Hammersmith & Fulham and Spelthorne) across which the average currently published pay multiple is 9:1.
- 1.4 We are committed to reducing inequality and to leading by example through the way we operate as an organisation. We include an update on our Gender Pay Gap, where our median is 1.79%, as well as our Ethnicity Pay Gap, where our median is 4% and our Disability Pay Gap where our median is -2.3%. The Pay Gap Report (Appendix D) sets out the detail of our statutory submission along with an update on our equality action plan.
- 1.5 The Pay Policy Statement is an evolving document that will continue to be developed and be responsive to the emerging position regarding senior remuneration. We adopt a strategic approach to pay and reward to ensure we can recruit and retain appropriate staff and drive service improvement. We acknowledge the role that the Trade Unions play in working with us to build a strong employee relations climate and we are committed to working in partnership with them.
- 1.6 Future pay policy recommendations will continue to be underpinned by the principles of public sector delivery and a commitment to equality and fairness.

## Scope

- 1.7 Staff employed in schools, under the control of governing bodies, are not covered by this Pay Policy Statement.

## 2 Leading Hounslow – Leadership Pay and Grading Structure

- 2.1 On 14 November 2023, Cabinet considered a report on Leading Hounslow, which specifically set out proposals for a new organisation design across our leadership community. Our new leadership structure and supporting governance arrangements have now been implemented, and we see a model for leadership that is more sustainable in the longer term, that has been designed to meet the financial challenges of the future and be leaner at the top. We have introduced tighter leadership accountability, with all leaders having corporate responsibilities, so that we are greater than the sum of our parts. We have moved away from roles that are structured exclusively around the delivery of specific services to leadership roles that have clear accountability, measured by the impact for our residents and our borough, as well as corporate responsibility across the whole organisation, recognising the impact of what each of us does across the whole.
- 2.2 We will continue to evolve this new model through changes to the way that roles are shaped, and how accountabilities are shared. Clearly, this marks the start of significant change to our operating model and therefore our future structures, and we have started with the creation of roles with clearer mandates, a more significant corporate contribution, and tighter governance at leadership level.
- 2.3 In addition to changes to structure, we are developing leadership competencies and performance management approaches (in line with practice across the whole organisation) which will include personal, professional, and organisational development. Leadership competency development has started through individual engagement with all Chief Officers. This work will be further iterated following what we learn from our people through the Values Refresher and from this we will be creating a refreshed behaviours' framework. Additionally, we continue to work with the Institute of Leadership and Management on core competencies for leadership across the whole organisation.
- 2.4 We also committed to developing a new pay and grading structure for leadership roles. This work has been undertaken to deliver against a number of strategic intentions. These are detailed below:

	<b>Strategic Intention:</b>
Pay Equality	Ensure fairness and equal pay for leaders at Hounslow, with greater transparency, enabling the Council to achieve its statutory and moral obligations in this regard.
Competitive Public Sector Pay:	Following London benchmarking, align Hounslow's leadership pay structures with public sector expectations, maintaining public trust and confidence by demonstrating responsible use of public funds while attracting and retaining top talent in leadership positions.

Fairness:	Establish a transparent and fair pay structure that reflects the responsibilities and challenges associated with leadership roles, enhancing employee engagement, commitment, and overall organisational culture by demonstrating a commitment to fair reward and recognition practice.
Accountabilities:	Recognising that, with a leaner structure, we will need to reward leaders for taking on additional service and corporate accountabilities, encouraging a proactive and engaged leadership community that is willing to go above and beyond in the service of our residents and communities.
Enhanced Progression Opportunity:	Within tightly defined parameters and with clear criteria, provide clear pathways for career progression through leadership contribution, motivating leaders to invest in their personal development, contribute to the organisation's success, and aspire to become even better.
Corporate Leadership Contribution:	Recognise and reward leaders for their contributions to the delivery of <b><i>Ambitious for Hounslow</i></b> , the Council's Corporate Plan, fostering an outcomes- and purpose-driven leadership culture.
Values-Based:	Emphasise the importance of ethical behaviour and conduct for ethical reward, building a pay structure that rewards leaders who live our values and who promote public trust and confidence in Hounslow and across the broader public sector.

2.5 In order to achieve these strategic intentions, we have implemented the new pay and grading structure for Assistant Directors and Directors as set out in Appendix B.

### 3 Remuneration of Chief Officers

#### Level and elements of remuneration for Chief Officers

3.1 Chief Officer posts are evaluated using the 'Hay Scheme'. This is a systematic process for ranking jobs logically and fairly by comparing job against job or against a pre-determined scale to determine the relative importance of jobs to an organisation.

3.2 All Chief Officer posts are paid in accordance with the [Chief Officer Salary Scale](#).

- 3.3 Any changes to Chief Officer pay are delegated to the Chief Executive, as Head of Paid Service, in consultation with the Leader of the Council.

#### Remuneration on recruitment

- 3.4 On recruitment, a Chief Officer will be paid in accordance with the Council's approved [Chief Officer Salary Scale](#). Because all appointments to Chief Officer posts, including those at a salary of over £100,000, will be appointments within a pay band and structure where the principles of reward and remuneration have previously been agreed by full Council, remuneration for new appointments will not be subject to full Council consideration.
- 3.5 The authority's most senior posts are on the Council's payroll unless there are exceptional, temporary circumstances which mean that a different approach is required. Where this arises, approval will be in line with the Council's established mechanisms for the authorisation of 'off-payroll' workers.

#### Increases and additions to remuneration

- 3.6 Chief Officers' terms and conditions of employment are in accordance with the Scheme of Conditions of Service for the Joint Negotiating Committee (JNC) for Local Authorities' Chief Officers. Any pay awards agreed under this collective agreement will be applied to Chief Officers' pay.

#### Use of performance related pay and bonuses,

- 3.7 Chief Officer pay progression is dependent on performance.
- 3.8 We do not pay bonuses.

#### The approach to the payment of Chief Officers on their ceasing to hold office or be employed by the authority

- 3.9 A Chief Officer who ceases employment with the Council may be entitled to a severance payment if they are being dismissed either on grounds of redundancy or on grounds of efficiency of the service. The procedure and payments applicable in these circumstances are governed by the Council's [Severance Policy](#) and also the [Redundancy and Redeployment Policy](#).
- 3.10 Borough Council will be given the opportunity to vote / register an objection to any severance package over £100,000 (save where the contents of the package are strictly limited to amounts to which the employee has a contractual entitlement and/or any or all payments are in line with agreed Council policies) prior to any final, written offer being made to staff.
- 3.11 Severance packages include, and must provide a breakdown of, salary paid in lieu, redundancy compensation, pension entitlements, holiday pay and any bonuses, fees or allowances paid as part of the package.
- 3.12 This ensures there is proper accountability where large severance packages are offered and also that the termination process can continue in as efficient a manner as possible.

- 3.13 The Council's [Pensions Discretion Policy](#) sets out the discretions which can be exercised in the case of Chief Officers (and all other employees). The procedure for approving the application of any pension discretion is contained within this policy.
- 3.14 In the unlikely event that a previous Chief Officer, who had left the authority with a severance or redundancy package, were considered suitable to be re-employed or to provide a contract for services, the following safeguards are in place:
- (i) The full and proper recruitment and selection processes, as laid out in the Council's [Recruitment and Selection Policy](#), will always be applied where the proposal is to re-employ;
  - (ii) Any arrangements and decisions made will be in full compliance with the Redundancy Payments (Continuity of Employment in Local Government etc.) (Modification) Order 1999 and any associated amendments.
  - (iii) An employee who wished to claim their pension whilst working would need to make an application under the Council's [Flexible Retirement Policy](#).

#### The publication of and access to information relating to remuneration of Chief Officers

- 3.15 Information relating to the remuneration of Chief Officers is published on the [Open Data](#) website.
- 3.16 More specifically, the following information can be accessed here:
- [Pay multiple](#)
  - [Senior posts](#)
  - [Senior salaries count](#)
  - [Trade union facility time](#)
  - [Organisation chart](#)

#### Terms and conditions applying to the authority's Chief Officers

- 3.18 Chief Officers' terms and conditions of employment are in accordance with the Scheme of Conditions of Service for the Joint Negotiating Committee (JNC) for Local Authorities' Chief Officers as supplemented by the Council's employment policies. The Chief Executive's terms and conditions are in accordance with the JNC for Local Authority Chief Executives' National Salary Framework and Conditions of Service Handbook as supplemented by the Council's employment policies. These may be amended from time to time by the Council and agreements made with the Chief Officers' or chief executives' representative body.
- 3.19 The Chief Executive is the Council's Returning Officer. The Returning Officer's fee is paid separately from and in addition to the Chief Executive's salary. The Returning Officer's fee is not set by the Council. Instead, the Council adopts

the Scale of Returning Officers' Fees and Expenses recommended by London Councils for the financial year.

- 3.20 Additional fees for Chief Officers, in respect of any local election duties they may perform, are paid separately from salary at levels that comply with the Scale of Counting Officers' Fees and Expenses recommended by London Councils for the financial year.
- 3.21 Chief Officers, who have elected to be members of the Local Government Pension Scheme, make contributions from their salary into the pension fund. The council makes an employer contribution to the pension fund of 19.1%.

## **4 Remuneration of the lowest paid employees**

- 4.1 The posts of our lowest paid employees are evaluated using the Greater London Provincial Council Job Evaluation Scheme ('GLPC Scheme'). This is a systematic process, developed for use by London Boroughs, to determine grading arrangements based on fairness, transparency, and consistency.
- 4.2 The Council's lowest paid employees are paid in line with the national terms and conditions for Local Government Staff ('the Green Book'), subject to receiving at least the London Living Wage (LLW). At present the Council's lowest paid employees earn £13.15 per hour.
- 4.3 The Council is an accredited LLW employer and all staff have been paid at least the LLW since 1 November 2011. We are committed to ensuring that our lowest paid staff receive a fair day's pay for a hard day's work. Should the LLW rate exceed our minimum rate of pay, we will pay the LLW. We expect any suppliers contracting with us to budget for this level of payment to their own employees.
- 4.4 To ensure that we Lead with Heart and can Be a Rock for our lowest paid employees, we will implement the London Living Wage from the 1<sup>st</sup> of the month following its announcement (usually this will be in December each year following the GLA announcement in November). This enables our people to receive the increase at the earliest opportunity that is practicable for the council, allowing sufficient time for the necessary payroll administrative arrangements to be made.

## **5 Relationship between the remuneration of the Council's Chief Officers and other officers**

- 1.1 The Council's pay policies, in relation to Chief Officers and other staff, differ in respect of incremental pay and allowances.

### Incremental Pay

- 5.2 Pay progression for our Chief Officers, and employees on Hounslow Management Grades (HMG) is dependent on performance.

- 5.3 For all other employees, pay progression is service-based, in line with national joint council agreements. An increment can be withheld if the employee is underperforming and being considered under the Council's Performance Improvement Policy.
- 5.4 The rationale for this different approach is a recognition that our residents are entitled to expect that higher earning employees are delivering the Council's objectives and are accountable to the community for the work they perform.

### Allowances

- 5.5 Under the Council's [Allowances Policy](#), Chief Officers and employees on HMG grades are, ordinarily, not entitled to claim these allowances.
- 5.6 The rationale for this is that the salary at these levels is sufficient to compensate senior staff for any additional work which they may be required to undertake. However, the coronavirus pandemic has demonstrated that unprecedented circumstances may necessitate a variation to this approach, to ensure that services can operate effectively for the benefit of our residents. The Head of Paid Service will determine when such policy variances need to be applied.
- 5.7 Any change to the scheme of allowances is delegated to the Chief Executive, as head of Paid Service, to approve in consultation with the Leader of the Council.

## **6 Special Severance Payments**

- 6.1 In line with the [statutory guidance on the making and disclosing of Special Severance Payments by local authorities in England](#), any special severance payments between £20,000 and £100,000 will be approved by the Chief Executive, with a record of the Leader's approval. Any Special Severance Payments under £20,000 will be approved by the Chief Executive. The approval process for any Special Severance Payment, made to the Chief Executive, is separate and will involve an independent panel of at least two people. Appropriate advice will be sought on the establishment of this panel, should the situation arise.

End of Appendix A



## Leadership Pay and Grading

Previously we had three narrow grades for this cohort of leaders (one for Assistant Directors and two for Directors), with no facility for contribution or competency-based progression beyond the top of those grade bands. Now, we have introduced two broader bands which each have two 'progression bars'. Any movement through these progression bars (for example to move from spinal column point 3 to 4) will be based on a comprehensive assessment using the Clear Review tool.

Further, given the breadth of the bands, we are able to identify salaries for roles more precisely within the pay structure (see below), thereby enabling us to achieve better pay equality, ensuring that we are paying people equally for work of equal value.

### Chief Officers - C02 / C03 – Revised Pay and Grading Scheme 29<sup>th</sup> January 2024

(Pro 1 and 2 = progression bars)

Grade			Spinal point	Salary (rounded up)	Increase (4.4% incremental value)
	AD CO3		1	£82,315	3621.86
			2	£85,937	3781.22
CO3 Pro 1			3	£89,719	3947.60
			4	£93,666	4121.29
			5	£97,787	4302.63
CO3 Pro 2	D C02		6	£102,090	4491.94
			7	£106,582	4689.59
			8	£111,272	4895.93
CO2 Pro 1			9	£116,168	5111.35
			10	£121,279	5336.25
			11	£126,615	5571.04
CO2 Pro 2			12	£132,186	5816.17
			13	£138,002	6072.08
			14	£144,074	6339.25

**Chief Officer Salary Scales**

Effective from 1 April 2023 – 31 December 2023

Grade		Spinal point	Salary
CO3	CO4	1	82315
		2	86544
		3	90771
		4	94041
		5	97312
	CO2	6	99152
		7	104550
		8	109949
		9	115347
		10	119407
		11	123468
		12	129783
		13	138503

CO1	14	147221
	15	155941
	16	164661
	17	172117
	18	181738

Chief Executive	19	190820
	20	196547
	21	202275
	22	209148





# PAY GAP REPORT

2023



London Borough  
of Hounslow

The Gender Pay Gap is calculated as the difference between average hourly earnings (excluding overtime) of men and women as a proportion of men's average hourly earnings (excluding overtime). We are required to report our Gender Pay Gap as of 31 March every year and information is published [here](#).

For 2023, we have also provided information regarding Ethnicity and Disability Pay Gaps. Whilst there is no statutory requirement to calculate or publicise these, we want to understand any gaps we have to inform any action planning that may be relevant, and we are committed to being open and transparent about our workforce profile.

Ethnicity and disability data relies on employees disclosing their sensitive information; therefore, these pay gaps use only the data of those that have disclosed information and discounts anyone who has selected that they prefer not to say or has not completed their sensitive information. Going forwards we hope that more employees feel comfortable sharing their information so we can obtain more accurate data.

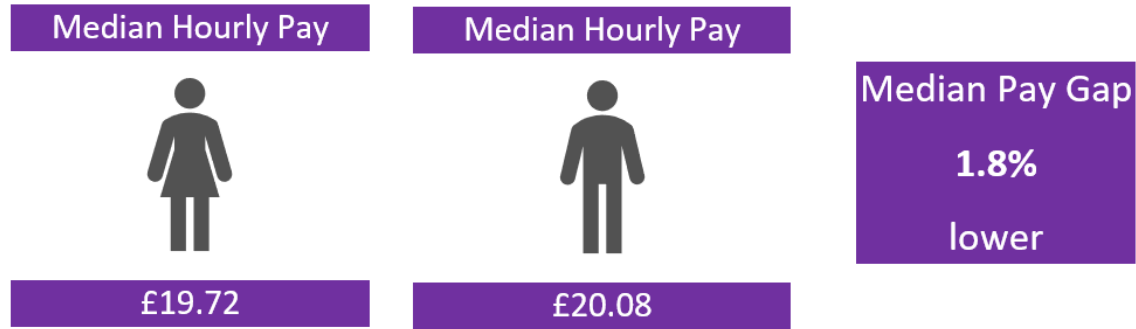
It is important to understand that the pay comparisons in this report are not the same as an equal pay comparison. Pay gap comparison looks at all employees, whatever job they do, and compares what one group are paid to another group. This is different from an equal pay comparison which looks at people doing the same or similar jobs and ensures that people are paid equally for the work they do.

Salaries are determined through recognised job evaluation schemes (GLPC & HAY) which evaluate the job and not the jobholder. The schemes make no reference to any personal characteristics of existing or potential job holders and therefore ensures the council pays the same salary to roles of equal value.

We do not operate a bonus scheme and therefore no data is available for this metric.



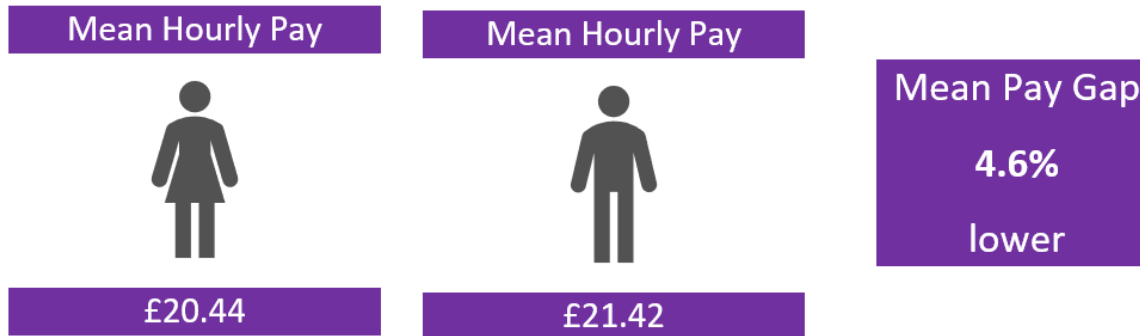
## Median Gender Pay Gap



The Median pay gap is the difference between the hourly pay of the median full-pay relevant man and woman. The median is the man or woman who is in the middle of a list of hourly pay ordered from highest to lowest paid.

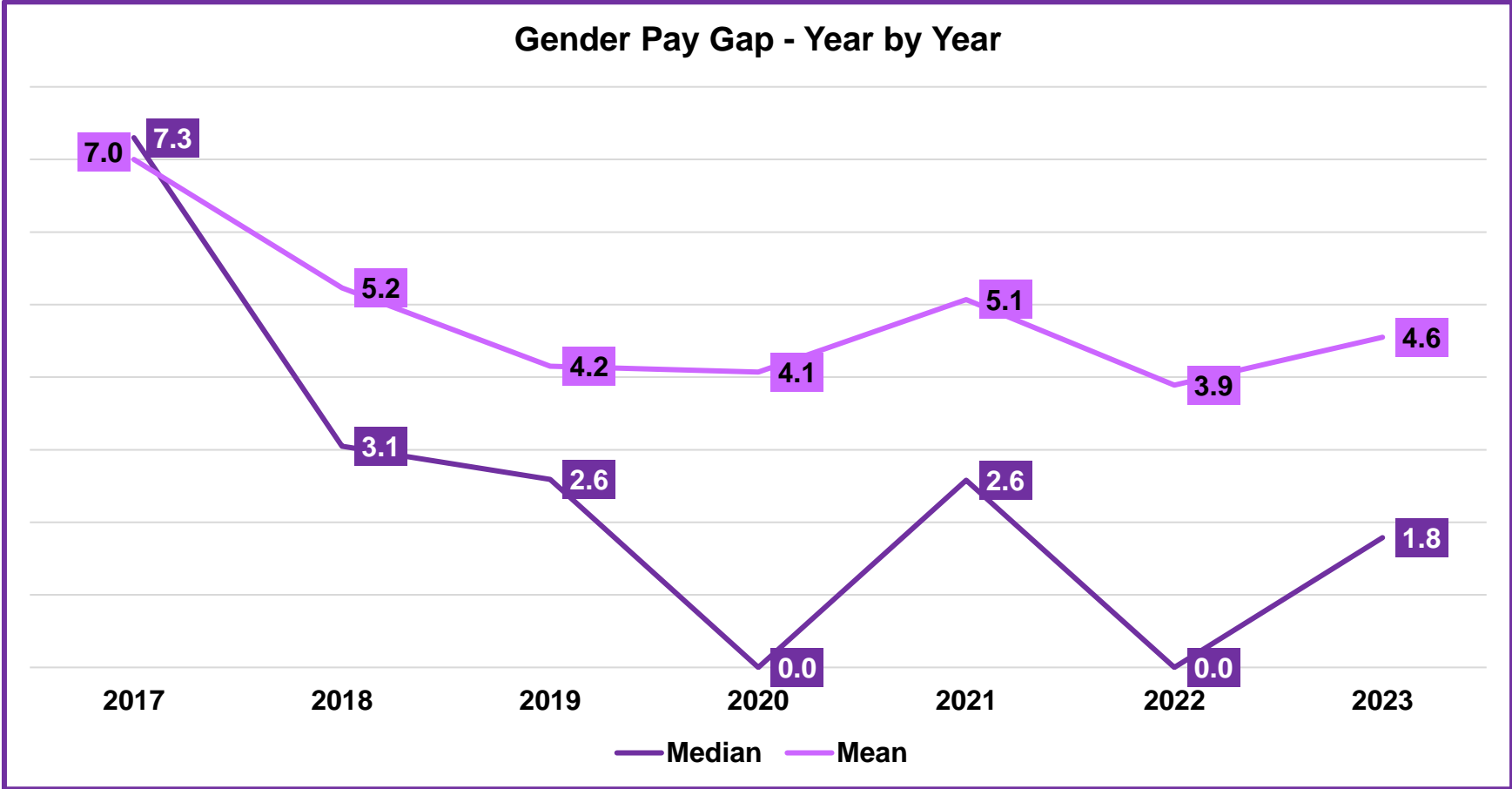
The median pay gap in March 2022 was 0% meaning women earned the same median hourly pay as men. For March 2023 the median pay gap is 1.8%.

## Mean Gender Pay Gap



The Mean Gender Pay Gap figure is the difference between the mean (average) hourly pay of men and the mean hourly pay of women. The mean involves adding up all of the numbers and dividing the result by how many numbers were in the list.

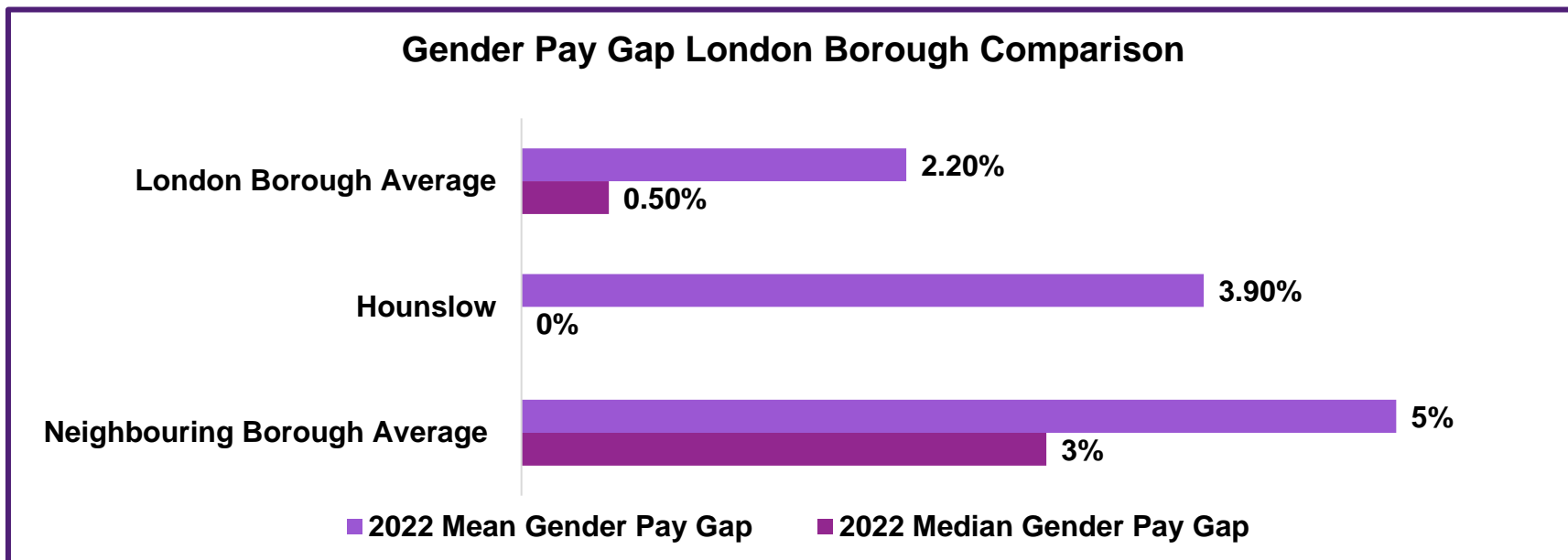
The mean pay gap in March 2022 was 3.9%, meaning women earned 3.9% less than men on average. For March 2023 the mean is 4.6%, meaning women earn 4.6% less than men on average – f (for every £1 a man earns at LBH, a woman will earn 95p).



Over this seven-year period, female staff on average have earned 4.9% less than men for the Mean calculation and 2.5% less for the median calculation.

If we compare this to our 2023 percentage, we are slightly below the seven-year average and well below the median.

*Data captured on 31<sup>st</sup> March each year.*




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This data is based on 31<sup>st</sup> March 2022 (2023 figures have not yet been released).

This chart explores Hounslow’s Gender Pay Gap position compared to neighbouring boroughs (Ealing, Hillingdon, Richmond/Wandsworth, and Hammersmith) which is currently stable.

The London borough average remains very low, this is because some authorities such as Barnet have a mean Gender Pay Gap of -18% which means females earn 18% more than men. Negative pay gaps, such as Barnet’s, tend to exist where councils have outsourced the work of certain specialist/professional functions (such as Information Technology) which traditionally attract a higher proportion of men and which other authorities, including Hounslow, continue to deliver internally. Where services are outsourced, it can often result in women comprising the majority of employees in the top 3 pay quartiles, leading to a lower or negative pay gap.

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The ONS publish that the Gender Pay Gap has been declining slowly over time; over the last decade it has fallen by approximately a quarter among full-time employees, and in April 2023 it stands at 7.7%, which is notably higher than Hounslow's pay gap.

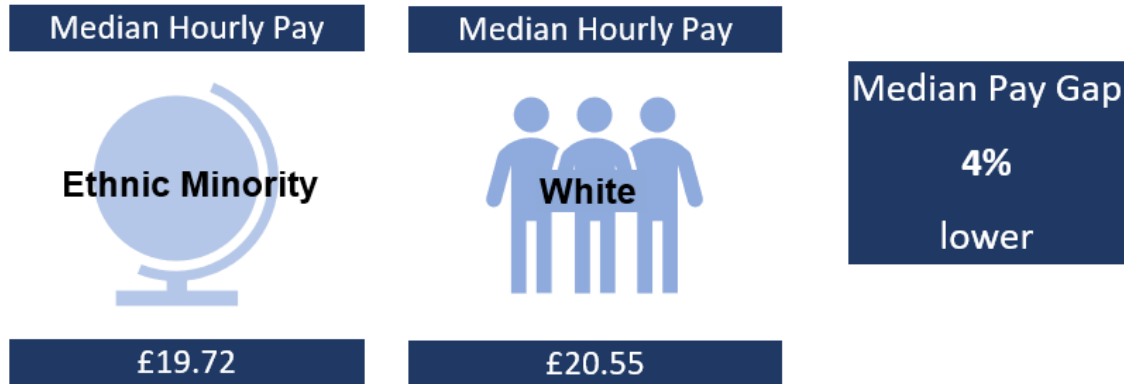
There remains a large difference in the Gender Pay Gap between employees aged 40 years and over and those aged under 40 years.

Compared with lower-paid employees, the Gender Pay Gap among higher earners is much larger, however this difference has decreased in recent years. (Source: Office for National Statistics – Annual Survey of Hours and Earnings)

For more information please [Click Here](#)



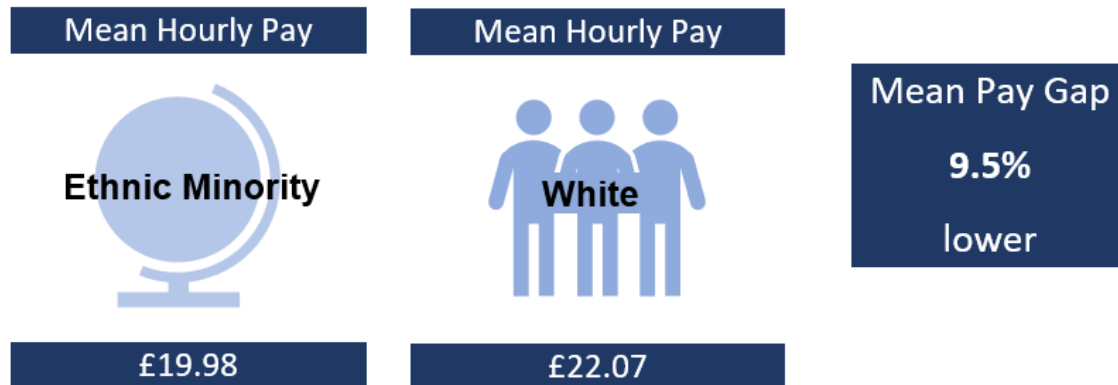
## Median Ethnicity Pay Gap



The Median pay gap is the difference between the hourly pay of the median full-pay relevant Ethnic Minority and White Ethnic Group. The median is the person who is in the middle of a list of hourly pay ordered from highest to lowest paid.

At the 31 March 2023, the median Ethnicity Pay Gap is 4%.

## Mean Ethnicity Pay Gap



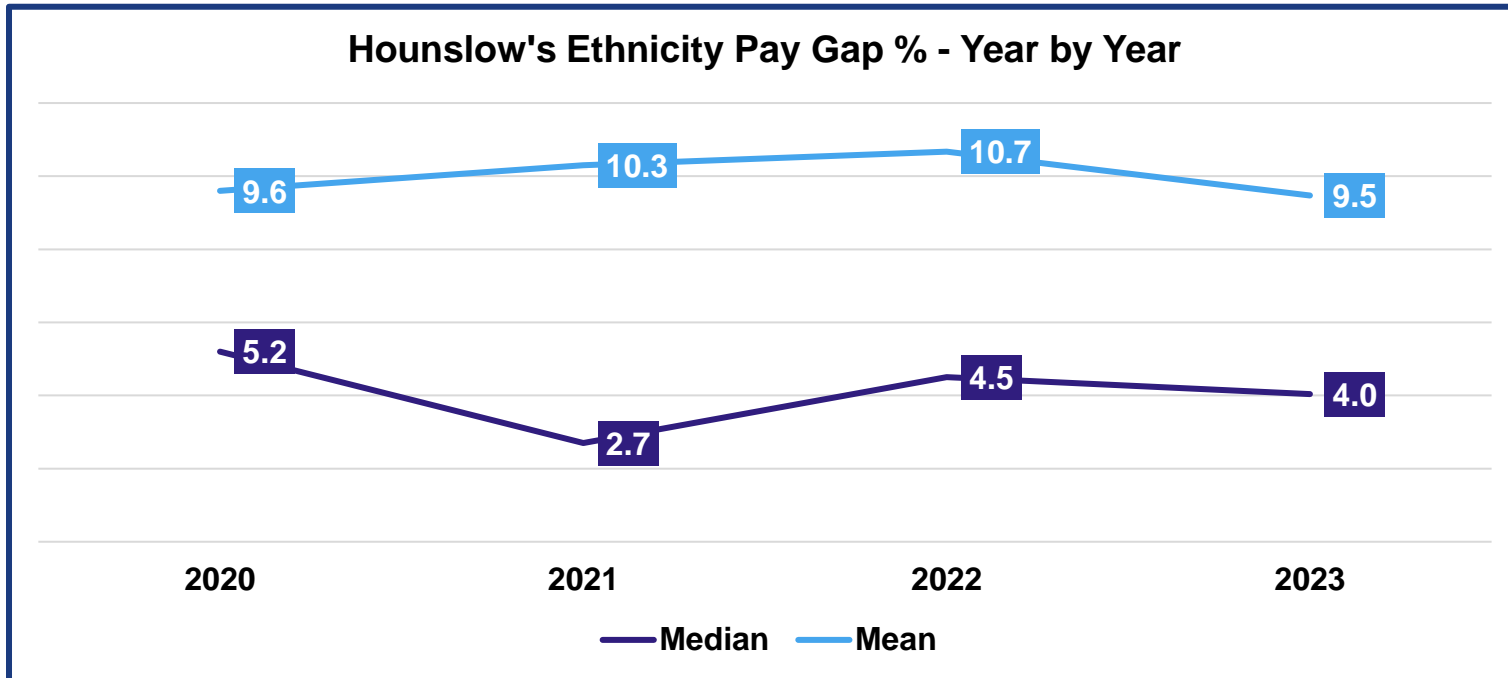
At the 31 March 2023 the mean Ethnicity Pay Gap is 9.5%, meaning ethnic minority colleagues earn 9.5% less than white colleagues.

On average this means for every £1 a white person earns at LBH, a person from a minority ethnic group will earn just 90p.

The term "Ethnic Minority" includes the following ethnic groups:

- Black (including Black Caribbean and Black African)
- Asian (including Indian, Pakistani, Bangladeshi, Chinese, and other Asian categories)
- Mixed (including any mix of the above categories, including White)
- Other - This is where staff have disclosed that their ethnicity does not fall into the above categories or any of the White ethnic groups.

Data based on 31<sup>st</sup> March 2023, 86% of workforce disclosed their ethnic group.

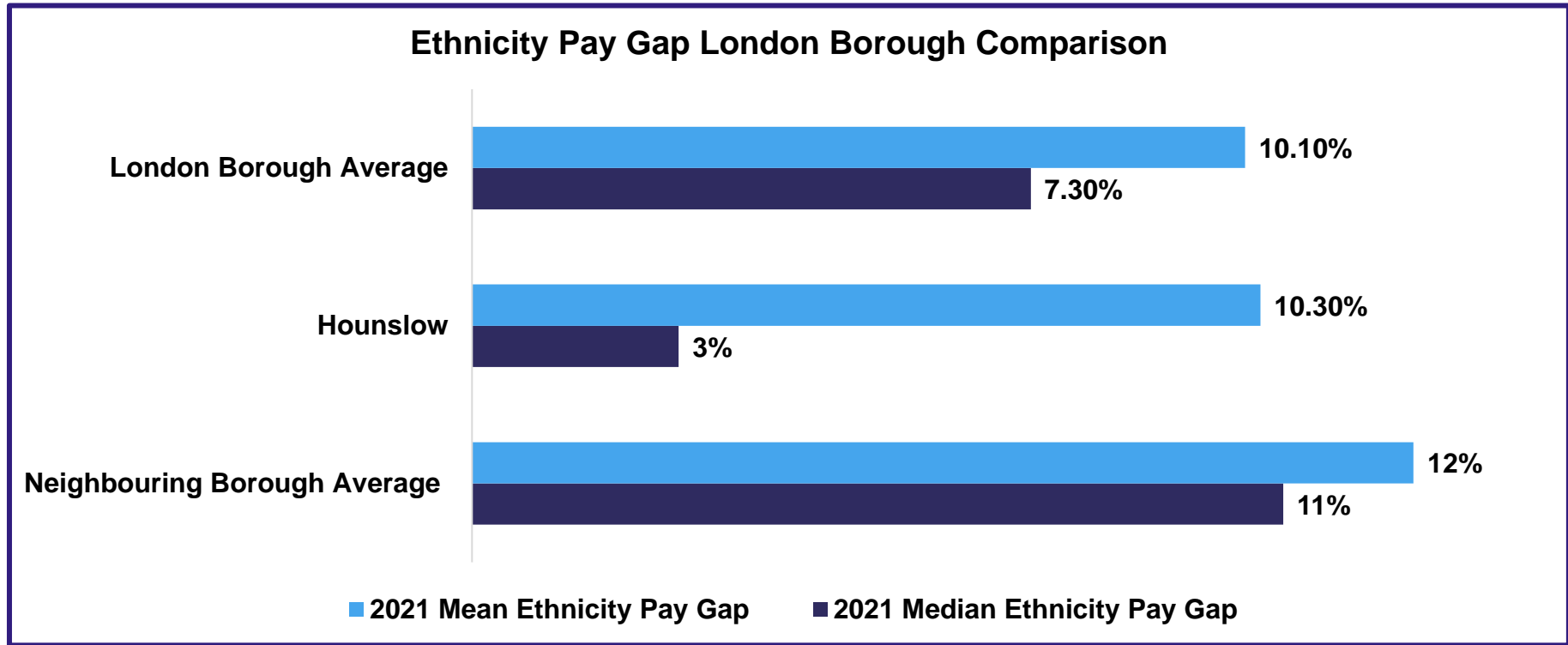


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Within Hounslow, over a four-year period, Ethnic Minority colleagues on average have earned 10% less than white colleagues for the Mean calculation and 4% less for the median calculation.

If we compare this to Hounslow's 2023 pay gap, we are on par with our overall average.

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This data is based on 31<sup>st</sup> March 2021 (2022/23 figures have not yet been released).

This chart explores Hounslow's Ethnicity Pay Gap position compared to neighbouring boroughs (Ealing, Richmond/Wandsworth, and Hammersmith) which is currently stable. Our Ethnicity Pay Gap is lower than both the London Average and our neighbouring boroughs particularly in relation to the median pay gap calculation. Amongst the 18 London Boroughs which published their Ethnicity Pay Gap, Hounslow has the 8<sup>th</sup> lowest gap for median percentage and 4<sup>th</sup> lowest for mean.

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## Median Disability Pay Gap



At 31 March 2023, the median Disability Pay Gap is -2.3% meaning disabled colleagues earn 2.4% more than non-disabled colleagues.

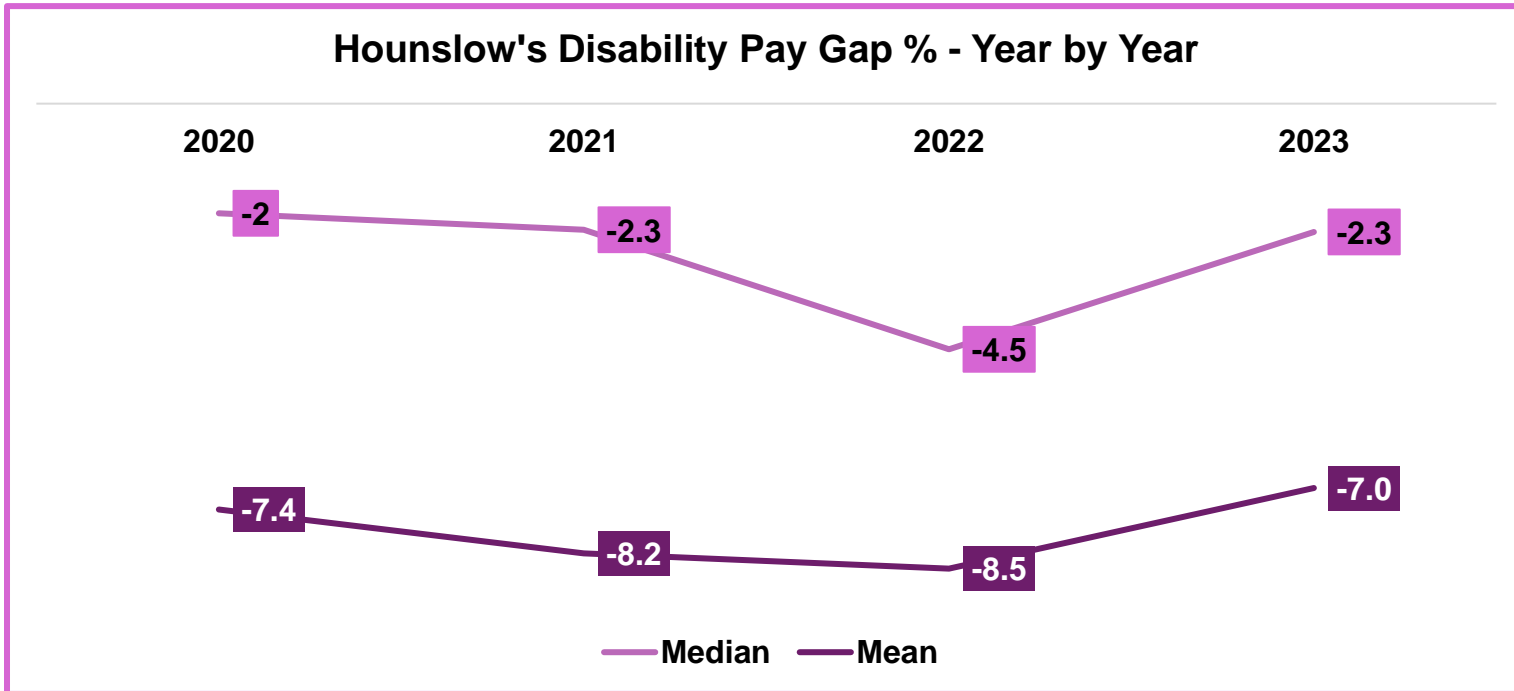
## Mean Disability Pay Gap



At 31 March 2023, the mean Disability Pay Gap is -7%, meaning on average disabled colleagues earn 7% more than non-disabled colleagues.

This means for every £1 a non-disabled person earns at LBH, a disabled person will, on average, earn £1.07.

Data based on 31<sup>st</sup> March 2023, 81% of workforce disclosed their disability status.

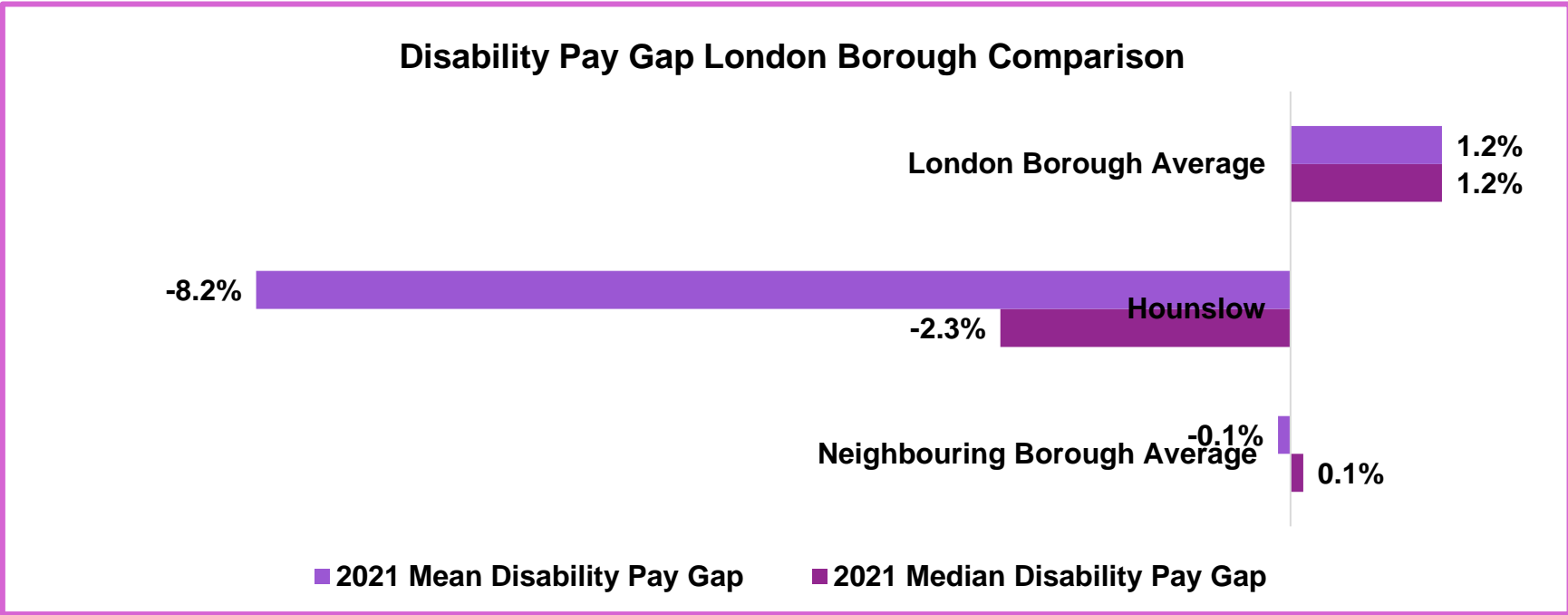


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Within Hounslow, over a four-year period, disabled colleagues on average have earned 7.8% more than non-disabled colleagues for the Mean calculation and 2.8% more for the median calculation.

If we compare this to Hounslow's 2023 Pay Gap, we are on par with our average.

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This data is based on 31<sup>st</sup> March 2021 (2022/23 figures have not yet been released).

This chart explores Hounslow’s Disability Pay Gap position compared to neighbouring boroughs (Ealing and Hammersmith) and the London Borough average, Hounslow’s disabled employees earn more than its non-disabled which is more favourable than both the neighbouring and London borough figures.

Only 14 London boroughs have provided their Disability Pay Gap information.

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## Summary

At London Borough of Hounslow, equality is at the heart of our values. We are committed to ensuring our people are paid fairly for the great work they do.

### Gender Pay Gap

We have seen an increase in the 2023 Gender Pay Gap This is as a result of fewer women being in the upper middle and top quartiles of roles. There were also more women in the lower middle quartile when compared to 2022:

Percentage distribution of male/female employees in each quartile	Lower Quartile Pay Grades Apprentice to SO1		Lower Middle Quartile Pay Grades SO1 to PO2		Upper Middle Quartile Pay Grades PO2 to PO4		Top Quartile Pay Grades PO4 to Chief Exec	
	Male	Female	Male	Female	Male	Female	Male	Female
<b>2022</b>	34.08	65.92	34.21	65.79	31.18	68.82	37.05	62.95
<b>2023</b>	36.93	63.07	30.61	69.39	32.04	67.96	39.08	60.92

**Quartiles** are created by sorting the list of all full-time employees in order from highest to lowest paid, then the list is divided into 4 quarters, with an equal number of employees in each section.

While our Gender Pay Gap remains lower than the national average, and is similar to our neighbouring boroughs, we are not complacent, and will do more to encourage women to develop and offer more opportunities to help reach higher paid roles.

### Ethnicity Pay Gap

Our Ethnicity Pay Gap has reduced from 2022. This is as a result of an increase in the percentage of employees from an ethnic minority background being in the upper and top qualities.

Percentage distribution of Ethnic Minority / White employees in each quartile	Lower Quartile Pay Grades Apprentice to Scale 5		Lower Middle Quartile Pay Grades Scale 5 to PO1		Upper Middle Quartile Pay Grades PO1 to PO4		Top Quartile Pay Grades PO4 to Chief Exec	
	White	Ethnic Minority	White	Ethnic Minority	White	Ethnic Minority	White	Ethnic Minority
<b>2022</b>	46.17%	53.83%	46.17%	53.83%	47.83%	52.17%	63.19%	36.81%
<b>2023</b>	45.8%	54.2%	44.9%	55.1%	46.0%	54.0%	62.1%	37.9%

The pay gap is on par with other London boroughs that have provided the information. The gap continues to be high, and we continue to consider measures we can put in place to tackle a longstanding issue.



## Disability Pay Gap

The Disability Pay Gap has increased slightly compared to 2022, this is because while the top quartile has seen a small increase, the lower middle and lower quartiles have seen a more significant increase which has widened increased the pay gap. However, Hounslow continues to have a positive pay gap with disabled colleagues earning more than non-disabled employees.

Percentage distribution of disabled / non-disabled employees in each quartile	Lower Quartile Pay Grades Apprentice to Scale 5		Lower Middle Quartile Pay Grades Scale 5 to PO1		Upper Middle Quartile Pay Grades PO1 to PO4		Top Quartile Pay Grades PO4 to Chief Exec	
	Not Disabled	Disabled	Not Disabled	Disabled	Not Disabled	Disabled	Not Disabled	Disabled
<b>2022</b>	95.2%	4.8%	96.9%	3.1%	94.4%	5.6%	94.4%	5.6%
<b>2023</b>	94.8%	5.2%	96.1%	3.9%	94.4%	5.6%	94.2%	5.8%

## Taking Action

We know that our organisation is more successful when we have a diverse and inclusive workforce – a place where we harness the mix, where our people feel they belong, and they can grow and flourish. We’ve been working on a number of initiatives to further embed EDI into our everyday lives and to make Hounslow as inclusive as it can be:

### Values Refresher Workshops

Our values are our commitment to EDI, they embody all that we seek to do, to ensure that everyone is included, everyone belongs, and everyone can be their best.

Given the fundamental importance of our values, we are revisiting them with the whole organisation to understand how well we are living them and what we could be doing even better. Workshops began in January 2024 and will be offered to every employee so that everyone’s voice can be heard.

<p><b>Increasing Diversity at Senior Leadership Levels</b></p>	<p>We have introduced diverse recruitment panels for our senior posts at Chief Officer and Hounslow Management Grades, following our sample evidence which indicated that all white panels were more likely to appoint white candidates.</p> <p>We want to visibly demonstrate our commitment to EDI through the composition of our appointment panels and research indicates that candidates are more likely to connect with organisations where they see people that share their characteristics. We will monitor the appointments made and assess the impact this intervention is having.</p>
<p><b>Leadership @ LBH, EDI workshops</b></p>	<p>We have designed a series of 3 leadership workshops, for our senior management cohort (Chief Officer and HMG grades), focussing on how we embed our values and commitment to EDI throughout the organisation.</p> <p>The workshops will be delivered in Spring 2024 and will consider personal awareness of inequity, structural inequity at LBH and action planning to identify how services can make a difference to our community (residents and colleagues).</p>
<p><b>Management Essential workshops</b></p>	<p>We have designed and delivered the first Management Essentials Workshop – ensuring new managers are fully resourced with the fundamental knowledge and skills they need for their role.</p> <p>Our organisational commitment to EDI and its underpinning through our values, equality legislation, EDI impact assessments, and EDI in recruitment are addressed as part of this programme.</p>
<p><b>Happy Level 3 Apprenticeship</b></p>	<p>In Summer 2024 we will be introducing the Happy Level 3 Apprenticeship, aimed at developing our future managers. We are aware that this is a key cohort where we need to develop talent to address our diversity underrepresentation at senior levels. We will be using positive action to select candidates for the programme to ensure colleagues from underrepresented groups are given priority.</p>

<p><b>Inclusion Events for the whole organisation</b></p>	<p>We have held webinars on Neurodiversity and Deaf Awareness led by experts in their fields, which were attended by around 500 employees. These provided an opportunity to understand the challenges and opportunities for neurodiverse and deaf colleagues and we are planning follow up sessions to better understand how we can support and capitalise on these talents.</p>
<p><b>Implemented a revised Reasonable Adjustments process</b></p>	<p>Following a Discovery exercise, we identified the issues with our process for requesting and receiving reasonable adjustments. Through collaboration with colleagues, we now have a simple, streamlined process, and adjustments are funded through a centralised budget meaning they can be provided quickly, and spending is more accurately monitored. Provision of Reasonable Adjustment is an HR &amp; OD key performance indicator, and we are monitoring the success of the new arrangements.</p>
<p><b>Review of our Guaranteed Interview Scheme</b></p>	<p>We are reviewing our recruitment process to make sure that our commitments as a Disability Confident Employer are being delivered as effectively as they can. We are revisiting our guaranteed interview scheme to make sure candidates are identified, managers are aware of (and supported in) our commitments and candidates receive any adjustments they may need to participate fully, fairly and able to present their best selves in the process.</p>
<p><b>My Experience Matters Survey #2</b></p>	<p>We will be conducting our second My Experience Matters Survey in the 2024/25 financial year, giving us a further opportunity to understand how well we are living our values and what the experience is for our people working at Hounslow. We will also have the opportunity to test out information identified in our data sets, for example around the experience of our Asian colleagues and our part time workers to understand whether there are issues we need to consider.</p> <p>The findings from our MEM Survey will help us determine further actions around EDI to improve the experience of colleagues at Hounslow.</p>
<p><b>Improved Off-Boarding Process</b></p>	

	<p>We have reviewed our Offboarding process, helping all our people to have a ‘good’ departure from Hounslow. As part of this we have relaunched our exit questionnaire enabling us to identify what we are doing well and what we could be doing even better.</p> <p>We will monitor feedback in a timely way – enabling us to capitalise on our successes and respond quickly to any immediate issues of concern. We will also take a broader perspective enabling us to identify particular themes and consider what action may be appropriate.</p>
<p><b>Youth Skills and Employment Guarantee</b></p>	<p>Under the Council’s Youth Skills &amp; Employment Guarantee, we are committed to providing meaningful and good quality experiences of the world of work that raises aspirations, skills and personal networks. We have run 4 World of Work Days in 2023, where local secondary school children have participated in workshops and we plan to run 11 more during 2024.</p> <p>We are also committed to creating good and sustainable employment where we will target opportunities for young people from our most unequal neighbourhoods; We will also tackle inequality through development of inclusive recruitment and retention practices for our Care experienced and SEND young people providing them with the best chance to secure employment with us.</p>
<p><b>Yes Futures</b></p>	<p>This year, Yes Futures will be running its flagship ‘Rising Futures’ programme, which helps teenagers develop confidence, resilience, communication and self-awareness skills. We’re giving colleagues the opportunity to help deliver the programme alongside local schools.</p>
<p><b>Employee Equality Network Groups</b></p>	<p>We continue to work in partnerships with our equality networks to identify, determine and deliver the EDI priorities for our organisation.</p>
<p><b>Implement a Resolution Framework</b></p>	<p>Our Resolution Framework will be launched at the start of the 2024 financial year, with a focus on resolving conflict through early conversations which allow issues to be resolved promptly and for sustainable solutions to be found. We will also have a robust process for dealing with more serious issues.</p>

In Spring 2024 we are training employees (coaches, mediators, investigators, champions) ensuring we have skilled people to support and deliver our approach.

We hope that a new culture for raising and resolving conflict will address both the inequality we see in our Employee Relations casework and the issues of bullying and harassment that were identified in our MEM Survey.

End of Appendix D