



December 2021
GENDER PAY GAP
REPORT

LOCAL SOLUTIONS

**BUILDING RESILIENCE,
RAISING ASPIRATION,
IMPROVING LIVES**

Introduction

Local Solutions is a charity that, since 1974 has developed and delivered services to support individuals, families, and communities, with a primary focus on those experiencing disadvantage, exclusion, and vulnerability. Our work is focussed on the Liverpool City Region and North Wales.

The calendar years 2020 and 2021 have been periods of great change for Local Solutions. In dealing with the COVID-19 pandemic and significant restructuring of the organisation, we have shown tremendous adaptability and resilience to ensure that we continue to deliver high quality services effectively. We are proud of the way Local Solutions has dealt with the challenges we faced, and we are looking to the future with confidence and excitement.

The Board has spent time reviewing how we work. We have considerably strengthened our governance by implementing new committee structures and recruiting additional trustees to add to the Board's knowledge and expertise.

With the appointment of Tom Harrison as our new Chief Executive, we have reviewed and restructured the senior management team to ensure that all levels within Local Solutions are able to support our operational delivery in the most effective way.

The shape of the organisation is firmly focused on our mission of 'Improving Lives', centred on a commitment to do the most we can with the resources available to us. We also want to ensure that Local Solutions maintains its reputation as a supportive and creative place to work with a renewed focus on how we can help each member of staff flourish, learn, and develop in their roles.

Our people continue to be our biggest asset and despite the continuing challenges of COVID-19 our staff and volunteers make a huge difference to thousands of people every day.

In line with our values, we ensure that individuals are empowered to reach their full potential and that pay is comparative and equal for all our staff regardless of gender.

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, as an employer with 250+ employees, we are required by law to carry out Gender Pay Reporting.

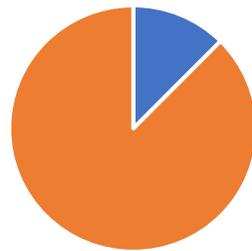
At Local Solutions we want to ensure everyone is rewarded fairly for their work and enjoys the same access to all opportunities. The gender pay gap measures the difference between men and women's average earnings and is expressed as a percentage of men's pay. It is different to Equal Pay, and we are confident that men and women are paid equally for doing equivalent jobs across the organisation.

Overview

The information in this report shows our median and mean gender pay gap and our bonus pay gap. It is based on hourly rates of pay. The snapshot dates are 5th April 2020, 5th April 2021, and 1st October 2021.

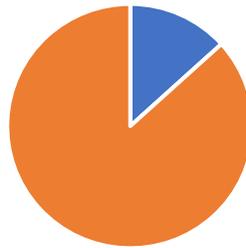
Local Solutions' current workforce consists of considerably more females (472) than males (67). The predominance of females has a significant impact on the overall gender pay gap.

Total Employees October 2021



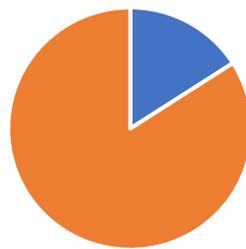
■ Males 67 ■ Females 472

Total Employees April 2021



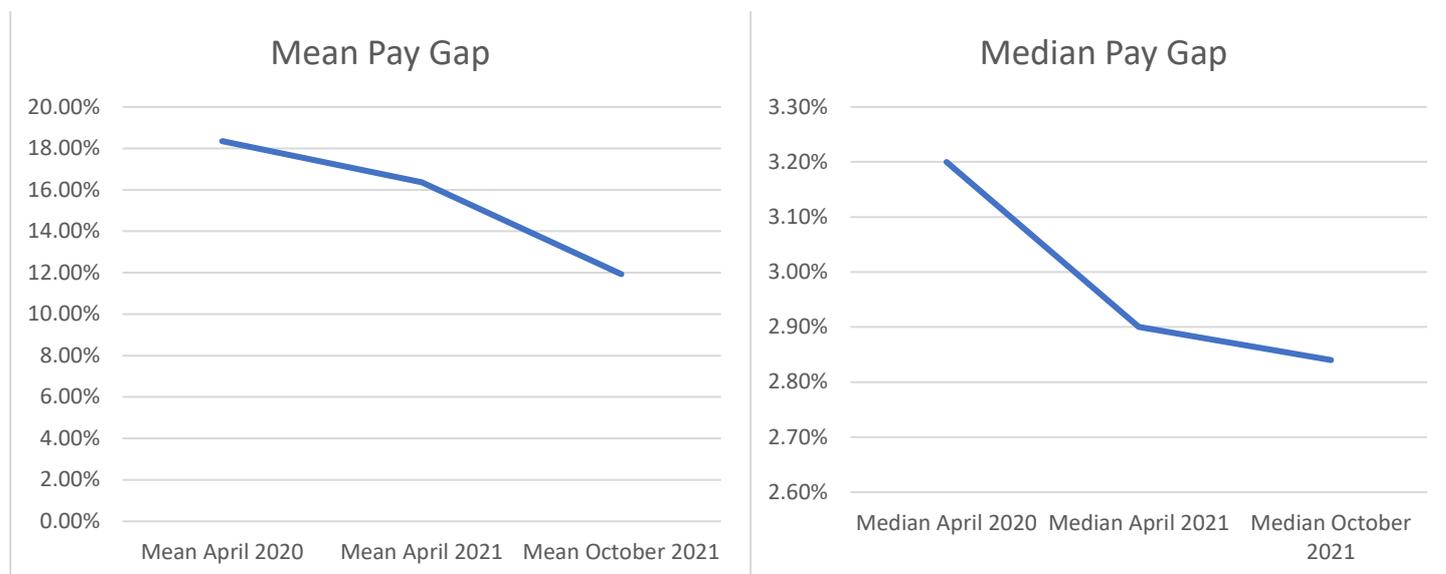
■ Males 77 ■ Females 503

Total Employees April 2020



■ Males 102 ■ Females 539

Pay Gap



Mean April 2020	Mean April 2021	Mean October 2021	Median April 2020	Median April 2021	Median October 2021
18.35%	16.37%	11.93%	3.20%	2.90%	2.84%

At the snapshot dates the MEAN Gender Pay Gap is the difference between the mean hourly rate of pay of male fulltime equivalent and that of female fulltime equivalent employees. Our MEAN Gender Pay Gap was 18.35% in April 2020. It has now decreased to 11.93%.

The MEDIAN Gender Pay Gap is the difference between the median hourly rate of male fulltime equivalent and that of female fulltime equivalent employees. Our MEDIAN Gender Pay Gap was 3.20% in April 2020. It has now decreased to 2.84%.

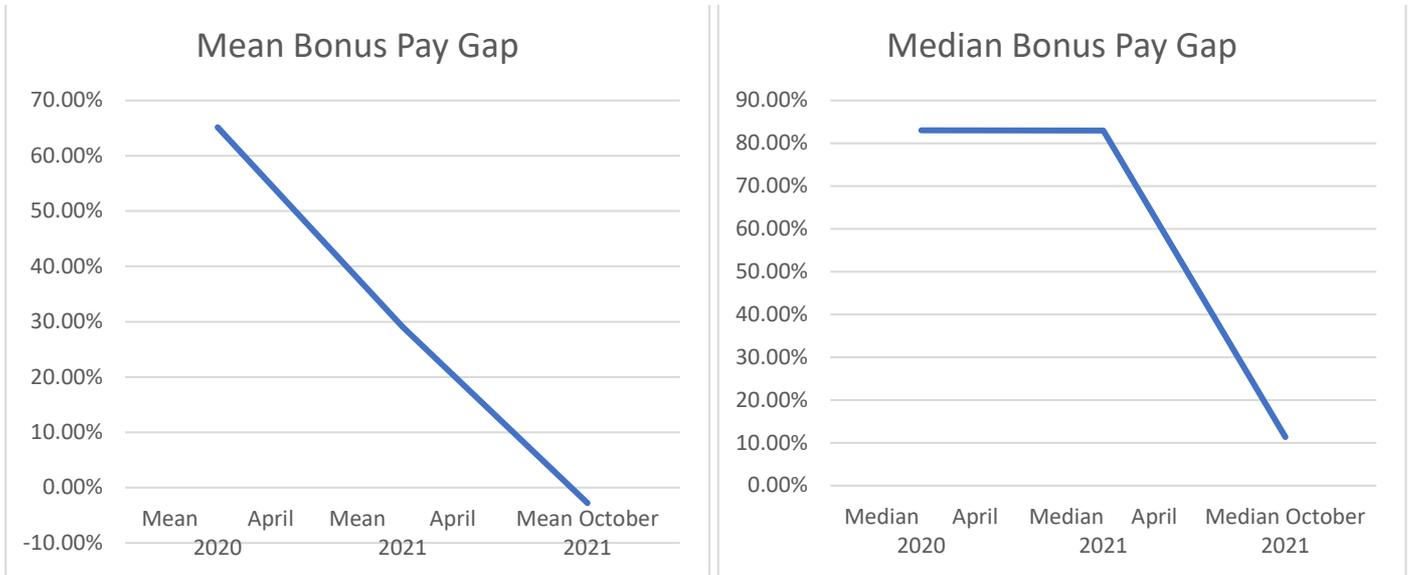
The Office for National Statistics currently report that the mean gender pay gap among full-time equivalent employees stands at 8.9%, little changed from 2018, and a decline of only 0.7 percent since 2012.

Comments & Reflection

Since 6th April 2021 there had been several significant changes within Local Solutions which have an impact on Gender Pay Gap. The Leadership Group – which was predominately male - has been significantly reduced in size. A new Head of Business Development and a Safeguarding & Quality Manager have been appointed. Both are female. The carer workforce, which is mainly made up of females, has had an increase in pay. These changes have caused a reduction in the gender pay gap.

Bonus Gap

The only bonus Local Solutions pays to its employees are “Refer a Friend Scheme” and “Long Service Award”.



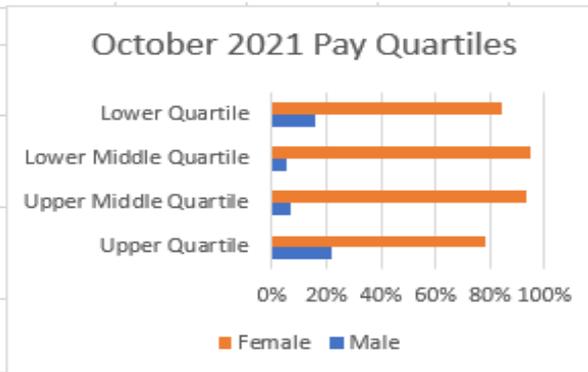
Mean April 2020	Mean April 2021	Mean October 2021	Median April 2020	Median April 2021	Median October 2021
65.15%	29.07%	-2.80%	83.02%	82.98%	11.35%

The MEAN Bonus pay average for each gender is calculated by adding all the bonuses received and dividing this by the number of people of that gender that received a bonus. Our MEAN Bonus Gender Pay Gap was 65.15% in April 2020. It has decreased substantially and now favours females at -2.80%.

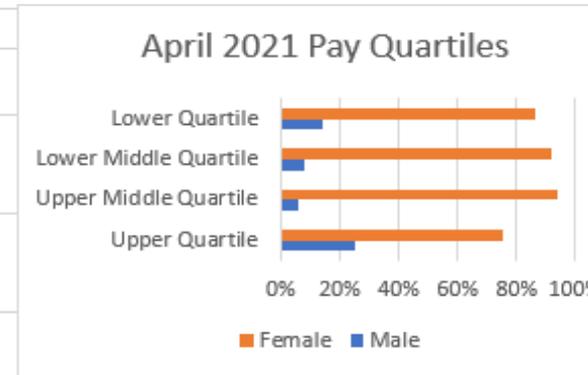
The MEDIAN Bonus pay takes the middle pay value from a sorted list of bonus payments received by each gender during the period. The difference between the mid-point average rate of pay for male and female workers then provides the Median Bonus Gender Pay Gap. Our MEDIAN Bonus Gender Pay Gap was 83.02% in April 2020, this has now decreased substantially, to 11.35%.

Pay Quartiles

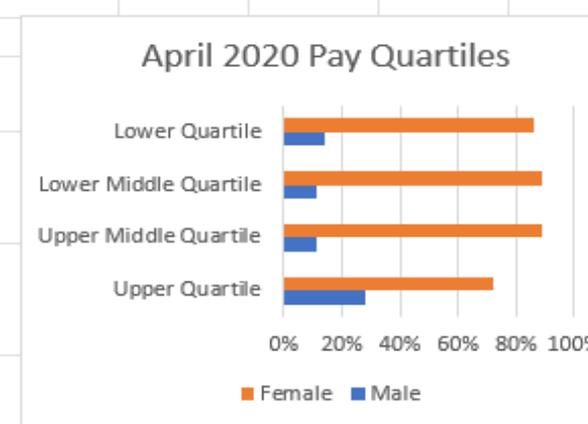
Oct-21	Male	Female
Upper Quartile	22%	78%
Upper Middle Quartile	7%	93%
Lower Middle Quartile	5%	95%
Lower Quartile	16%	84%



Apr-21	Male	Female
Upper Quartile	25%	75%
Upper Middle Quartile	6%	94%
Lower Middle Quartile	8%	92%
Lower Quartile	14%	86%



Apr-20	Male	Female
Upper Quartile	28%	72%
Upper Middle Quartile	11%	89%
Lower Middle Quartile	11%	89%
Lower Quartile	14%	86%



The quartile pay bands are the proportions of male and female employees (On an FTE Basis) in the lower, middle, upper middle and upper quartile. The above shows that over time there has been an increase in the proportion of female employees to male employees in the Upper and Upper Middle Quartiles. The proportion of female employees in the Lower Quartile has also decreased.

Understanding the national Gender Pay Gap

The gender pay gap among all employees in the country fell from 17.8% in 2018 to 17.3% in 2019 and has continued to reduce in 2020 according to national data available.

For age groups under 40 years, the gender pay gap for full-time employees is become close zero.

Among 40- to 49-year-olds the gap of 11.4% shows a substantial decrease.

Among 50- to 59-year-olds and those over 60 years, the gender pay gap at 15% has not declined significantly over time.

Local Solutions: Taking Action

Increasing pay for front line workers – we are committed to increasing our minimum rate of pay for front line workers. We have raised pay in September and plan further increases.

Working toward Real Living Wage – we have made a commitment to become a Real Living Wage provider by 2023.

Addressing management pay – 2021 has seen Local Solutions take significant action to reduce expenditure on senior management and close the gap in pay across the organisation.

Investing in learning and development – we have reviewed our approach to learning and development in order to create further opportunities and a reinvigorated environment for staff development. This has included the development of a new learning and development strategy and the recruitment of a dedicated lead person.

Employee support – we have extended our employee assistance programme and our employee reward schemes and have new systems in place to ensure these opportunities are available and taken up by a wide group of staff.

Agile and flexible working – Local Solutions has introduced an employee focussed agile working and flexible working policy responding to the changing environment and employee need.

Access to employment – we have implemented new systems and approaches to employee recruitment and induction in order to minimise barriers and maximise opportunities across a diverse community.

Engagement – we have committed to significantly increasing our levels of engagement with employees through new pulse and targeted surveys, focus groups and dedicated engagement roles within the organisation.

I confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Andrew Bennett
Head of People & Culture