

STAFFING COMMITTEE

**Date:- Wednesday, 30th
January, 2019**

**Venue:- Town Hall,
Moorgate Street,
Rotherham. S60 2TH**

Time:- 10.00 a.m.

AGENDA

1. To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
3. Pay Policy Statement 2019/20 (Pages 1 - 9)
4. Gender Pay Gap Report (Pages 10 - 20)

Committee Name and Date of Committee Meeting

Staffing Committee – 30 January 2019

Report Title

Pay Policy Statement 2019/20

Is this a Key Decision and has it been included on the Forward Plan?

No

Strategic Director Approving Submission of the Report

Shokat Lal, Assistant Chief Executive

Report Author(s)

Ian Henderson, Senior Employee Relations Officer
01709 822467 or ian.henderson@rotherham.gov.uk

Ward(s) Affected

None

Report Summary

This report provides detail of the Pay Policy Statement for 2019-20 that the Council is obliged publish under Chapter 8 of the Localism Act 2011.

Recommendations

1. Staffing Committee is asked to accept the Pay Policy Statement for 2019-20 (Appendix 1) and recommend approval by Council.

List of Appendices Included

Appendix 1 Pay Policy Statement 2019/20

Background Papers

Local Government Association
CIPFA Best Value Accounting Code of Practice
Freedom of Information
Localism Act 2011
Hutton Review of Fair Pay in the Public Sector: Final Report March 2011
Previous Staffing Committee Reports
Local Government Transparency Code 2015

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

Yes

Exempt from the Press and Public

No

Pay Policy Statement 2019/20

1. Background

- 1.1 The Localism Act 2011, Chapter 8 Pay Accountability, made it a legal requirement for authorities to produce and publish a Pay Policy Statement by the 31st March each year. This must be agreed by Council and detail the remuneration of its Chief Officers.
- 1.2 The Council must then comply with the Pay Policy Statement for the financial year in making any determination.

The statement must state:

- Policies relating to remuneration of Chief Officers (definition includes Directors)
 - Remuneration of its lowest paid employees
 - Relationship between remuneration of Chief Officers and employees who are not Chief Officers
 - The remuneration of its Chief Officers
 - Remuneration of Chief Officers on appointment
 - Increases and additions to remuneration for each Chief Officer
 - Use of performance related pay for Chief Officers
 - Use of bonuses for Chief Officers
 - Benefits in kind to which the Chief Officer is entitled
 - Any increase of enhancement to Chief Officer pension entitlement
 - Approach to payment of Chief Officers and their ceasing to hold office
 - Any amounts payable upon the Chief Officer ceasing to hold office other than that payable by virtue of any enactment
 - Approach to publication and access to information relating to remuneration of Chief Officers
- 1.3 In addition Council should be offered the opportunity to approve salary packages offered for new appointments and exit packages for leavers where the value of either is £100,000 or more.
 - 1.4 The Council's Scheme of Delegation has empowered the Staffing Committee to determine conditions of service, employment policies and procedures and remuneration relating to the Chief Executive and Chief Officers, in line with the Pay Policy Statement.
 - 1.5 In line with usual practice, Staffing Committee is asked to review the Pay Policy Statement for 2019-20 (Appendix 1) and make recommendation to Council.

2. Key Issues

- 2.1 It is a legal requirement for the Council to publish a Pay Policy Statement each year which has been agreed by Council.

3. Options considered and recommended proposal

- 3.1 The format and content of the Pay Policy is in line with previous practice and in accordance with guidance previously issued by the regional Local Government Employers Association. It is therefore felt to reflect good practice and it has not been considered appropriate to deviate from this.

4. Consultation on proposal

- 4.1 Consultation has taken place with the Assistant Director of legal Services

5. Timetable and Accountability for Implementing this Decision

- 5.1 Approval of decisions will be taken to the meeting of Council scheduled to take place on the 27 February 2019

6. Financial and Procurement Advice and Implications (to be written by the relevant Head of Finance and the Head of Procurement on behalf of s151 Officer)

- 6.1 None

7. Legal Advice and Implications (to be written by Legal Officer on behalf of Assistant Director Legal Services)

- 7.1 It is a legal requirement that the Council publishes a Pay Policy Statement

8. Human Resources Advice and Implications

- 8.1 An appropriately rewarded workforce motivates employees and meets standards of fairness and equality required by employment legislation

9. Implications for Children and Young People and Vulnerable Adults

- 9.1 Employees working in Children's and Young People's Services are covered by the Pay Policy Statement

10. Equalities and Human Rights Advice and Implications

- 10.1 Fair pay structures are a requirement of employment and equalities legislation

11. Implications for Partners

- 11.1 The Pay Policy Statement applies to employees across the Council

12. Risks and Mitigation

- 12.1 The Pay policy needs to conform to requirements stipulated by Central Government. In developing the pay policy, account has been taken of advice and guidance issued by National Local Government Employers and Regional Employers Organisation

13. Accountable Officer(s)

Sharon Kemp, Chief Executive
Shokat Lal, Assistant Chief Executive

Approvals obtained on behalf of:-

| | Named Officer | Date |
|--|----------------------|-----------------------------|
| Chief Executive | | Click here to enter a date. |
| Strategic Director of Finance & Customer Services (S.151 Officer) | Judith Badger | 21/01/19 |
| Assistant Director of Legal Services (Monitoring Officer) | Dermot Pearson | 21/01/19 |
| Assistant Director of Human Resources (if appropriate) | Lee Mann | 24/12/18 |
| Head of Human Resources (if appropriate) | | Click here to enter a date. |

Report Author:

Ian Henderson, Senior Employee Relations Officer
01709 822467 or ian.henderson@rotherham.gov.uk
This report is published on the Council's [website](#).

PAY POLICY STATEMENT 2019-20

Introduction & Scope

This policy statement sets out the arrangements for the salary and related allowances paid to Chief Officers of the Council meeting the requirements of the Localism Act and also meeting the requirements of guidance issued by the Secretary of State for Communities and Local Government to which the authority is required to have regard under Section 40 of the Act.

It does not cover teaching staff whose salaries and terms of conditions of employment are set by the Secretary of State. Academy schools are an entirely separate employer covered by the Academies Act 2010 and are responsible for setting salaries for their employees.

Underlying Principles

The Council is committed to and supports the principle of equal pay for all our employees.

Equal pay between men and women is a legal right under both United Kingdom and European Law. The Equality Act 2010 requires employers not to discriminate on grounds of race and disability and similar rules apply to sexual orientation, religion and age.

The authority applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions, these are then incorporated into contracts of employment.

1. Determination of Pay

Chief Executive and Chief Officers conditions of service are in line with the Joint Negotiating Committees for Chief Executives and Chief Officers. Local agreements and remuneration are determined by Council on recommendation made by the authority's Staffing Committee.

This also applies to shared management arrangements with partner organisations, where the job continues to be filled by an employee of the Council.

2. Pay Relationship

The lowest pay rate in the authority (excluding apprentice rates) equates to a full time equivalent annual salary of £17,711 and can be expressed as an hourly rate of pay of £9.18, above the current UK Living Wage of £9.00 per hour. This pay rate and salary was determined by the authority as part of a pay scale for employees employed on Local Government Services Terms and Conditions.

The highest paid salary in this authority is £168,129 which is paid to the Chief Executive.

The ratio between the two salaries, the 'pay multiple' is 9.5 to 1. Against the median salary of £20,541 this multiple reduces to 8 to 1 and against the average salary of £24,881 to 7 to 1.

The Hutton review considered the multiple should be no greater than 20 to 1 (lower is better) and based on the current situation the Council falls well below this threshold. The authority does not have a policy on maintaining or reaching a specific 'pay multiple', however the authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the authority.

These pay rates may increase in accordance with any pay settlements which are reached through their respective national negotiating bodies.

3. Salary Packages over £100,000

The authority will ensure that before an offer of appointment is made, any salary package for any post that is in excess of £100,000 is considered by Council following recommendation by Staffing Committee.

4. Market Supplements

In exceptional circumstances where there are recruitment difficulties; there may be a requirement to consider the payment of temporary market supplements such as 'golden hellos', retention payments or regular monthly payments.

In situations where a Market Supplement is being considered a report detailing the business case is considered by the Assistant Director of Human Resources & OD who makes the final decision as to whether a supplement is payable, the amount and the frequency of review. For Chief Officer graded posts where this would result in a pay package in excess of £100k the case will be considered by Council on recommendation made by the Staffing Committee.

Supplements can be reviewed at any time but a review must be undertaken on an annual basis.

5. Pay Awards

The authority will apply any pay increases that are agreed by relevant national negotiating bodies and/or any pay increases that are agreed through local negotiations.

6. Allowances

Posts covered by Chief Executive or Chief Officer terms and conditions do not attract additional allowances.

7. Bonuses

The authority does not have or intends to introduce any bonus schemes.

8. Performance Related Pay

The authority does not operate a performance related pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance. Any areas of under-performance would be addressed through the capability procedure.

9. Earn back

The authority does not operate an earn-back pay system whereby a proportion of the employee salary is held back and only paid if specific targets are achieved as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance. Any areas of under-performance would be addressed through the capability procedure.

10. Voluntary Employee Benefits

As part of its reward package the Council offers a range of salary sacrifice schemes where employees can exchange a portion of their salary for some other form of non-cash benefit. For example childcare vouchers, lease of a brand new car, cycles, and purchase of additional leave.

11. Expenses

Approved additional expenses incurred in the course of their work are reimbursed subject to appropriate evidence of expenditure being produced and in accordance with the terms of the Council Subsistence policy. Employees should not be out of pocket but situations which warrant payment of expenses are not intended to result in a profit.

Mileage expenses are reimbursed at £0.40 per mile.

12. Election Fees

The duties of Electoral Registration Officer are undertaken by the authority's Chief Executive, the remuneration for which is included in their annual salary.

The authority's Chief Executive is also the Returning Officer for elections, referendums and other polls. The Returning Officer may appoint deputies and by convention has chosen to appoint the Director of Legal Services as a Deputy Returning Officer.

For national elections, referendums or other polls which may be required by statute, fees are paid in accordance with the amounts specified for each poll by statutory order.

For local Borough and Parish elections a local scale of fees, which has not increased since 2008, is approved by Council

13. Termination Payments

The authority's normal redundancy payment arrangements apply subject to the Public Sector exit payments cap to all staff including Chief Officers and the Chief Executive. The authority also applies the appropriate Pensions regulations in circumstances where employees qualify for release of pensions.

Council will also be given the opportunity to vote on any severance package with a cost in excess of £100k. The components of any such package will be clearly set out and will include pay in lieu of notice, redundancy payment, pension release costs, settlement payments, holiday pay and any fees or allowances paid.

14. Pension Enhancement

The authority has agreed policies in place on how it will apply any discretionary powers it has under Pensions regulations.

It is not Council policy to apply the available discretions to award additional pension to members of the pension scheme (regulation 31).

15. Re-employment of Staff

The authority is under a statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment and equalities legislation. The authority will always seek to appoint the best available candidate to a post who has the skills, knowledge, experience, abilities and qualities needed for the post.

If a candidate is a former employee in receipt of an LGPS pension or a redundancy payment this will not rule them out from being re-employed by the authority. Clearly where a former employee left the authority on redundancy terms then the old post has been deleted and the individual cannot return to the post as it will not exist.

The authority will apply the provisions of the Statutory Redundancy Payments Modification Order regarding the recovery of redundancy payments if this is relevant and appropriate. Pensions Regulations also have provisions to reduce pension payments in certain circumstances to those who return to work within the local government service.

The authority will apply the provisions of the Recovery of Public Sector exit payments when the Small Business, Enterprise and Employment Act applies.

16. Transparency

The authority meets its requirements under the Localism Act, the Code of Practice on Data Transparency and the Accounts and Audit Regulations in order to ensure that it is open and transparent regarding senior officer remuneration.

17. Policy Amendment

The Council may seek to change elements within the pay policy as part of any necessary efficiency review or as other circumstances dictate.

This policy statement will be reviewed each year and will be presented to Council each year for consideration in order to ensure that a policy is in place for the authority prior to the start of each financial year.

18. Pay Policy References

- Agency workers directive 2011
- Hutton Fair Pay in the Public Sector Final Report (March 2011)
- Joint Negotiating Committee for Local Authority Chief Executives
- Joint Negotiating Committee for Chief Officers of Local Authorities
- Local Government (Early Termination of Employment)(Discretionary Compensation) (England and Wales) Regulations 2006
- Local Government Pension Scheme (Benefits, Membership & Contributions) Regulations
- Localism Act 2011
- National Joint Council for Local Government Services
- Representation of the People Act 1983
- Rotherham Borough Council Scheme of Delegation
- The Accounts and Audit (England) Regulations (2011)
- The Equality Act 2010
- The Secretary of State for CLG Code of Recommended Practice for Local Authorities on Data Transparency
- Local Government Transparency Code 2015
- HM Treasury Recovery of Public Sector exit payments

Further information can be found on the Council's website:

http://www.rotherham.gov.uk/downloads/download/38/staff_salary_information

Committee Name and Date of Committee Meeting

Staffing Committee – 30 January 2019

Report Title

Gender Pay Gap 2018

Is this a Key Decision and has it been included on the Forward Plan?

No

Strategic Director Approving Submission of the Report

Shokat Lal, Assistant Chief Executive

Report Author(s)

Ian Henderson, Senior Employee Relations Officer
01709 822467 or ian.henderson@rotherham.gov.uk

Ward(s) Affected

None

Report Summary

This report sets out the information the Council is expected to publish under Gender Pay Gap reporting legislation.

Recommendations

1. Staffing Committee is asked to recommend publication of the narrative at appendix 1.

List of Appendices Included

Appendix 1 Gender Pay Gap 2018

Background Papers

Equality Act 2010

Gender Pay Gap Reporting in the Public Sector (Government Equalities Office)

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

No

Exempt from the Press and Public

No

Gender Pay Gap 2018

1. Background

- 1.1 Gender pay reporting legislation introduced in 2017 requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees.
- 1.2 Gender pay gap reporting is a different requirement to carrying out an equal pay audit.
 - Equal pay deals with the differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.
 - The gender pay gap shows the difference in the average pay between all men and women in a workforce. The smaller the value of the gap, the more equal the pay gap is between genders. If a workforce has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with, and the individual calculations may help to identify what those issues are.
- 1.3 Employers have up to 12 months following the annual snapshot date of 31 March to publish this information.

There are two sets of regulations.

- The first is mainly for the private and voluntary sectors [The Equality Act 2010 \(Gender Pay Gap Information\) Regulations 2017](#) which took effect from 5 April 2017).
- The second is mainly for the public sector – The Equality Act 2010 (Specific Duties and Public Authorities Regulations 2017 which took effect from 31 March 2017).

The deadline to report for the snapshot date of 31 March 2018 for public sector employers is 30 March 2019.

- 1.4 These results must be published on the Council's website and a government site for 3 years. This means that the gender pay gap will be publicly available, including to customers, employees and potential future recruits.
- 1.5 The Council has an option to provide a narrative with its calculations which explains the reasons for the results and details of actions being taken to reduce or eliminate the gender pay gap. Appendix 1 shows the Council's narrative.

2. Key Issues

- 2.1 The median gender pay gap for the Council at the end of March 2018 increased to **13.3%** from **12.5%**, however the mean pay gap reduced from **11.5%** to **9.9%**.

Analysis has shown that the median increase is attributable to 31 lower paid male seasonal Grounds Maintenance staff, employed in March 2017, not being employed in March 2018 having a disproportional affect due to the lower number of men employed.

- 2.2 A positive pay gap indicates that men are paid more than women and a negative pay gap that women are paid more than men. The Council's pay gap shows that men were paid more than women, however, the figures compare favourably with the average UK gap 20.9% and EU average 16.2% (Eurostat figures published on the European Commission of Justice's website).
- 2.3 There is no legislative requirement to publish information on other protected characteristics at the moment, however analysis for BME employees showed the Council had a negative **17.6%** median pay gap and negative **8.3%** mean pay gap. For disabled employees there was a negative **8.0%** median and a negative **2.2%** mean. The negative pay gap indicates that both BME and disabled employees are paid more than non-BME/disabled employees.
- 2.4 Regionally benchmarking for period end March 2017 only has so far been published so it is not possible to compare against the 2018 figure.

Against the 2017 figures the Council mean compared favourably with our neighbouring authorities with only Sheffield, who have outsourced a number of services traditionally with lower paid women, coming in lower.

| Council | Median | Mean |
|-----------|--------|-------|
| Barnsley | 8.1% | 12.4% |
| Doncaster | 15.7% | 21.1% |
| Rotherham | 12.5% | 11.5% |
| Sheffield | 4.3% | 8.4% |

3. Options considered and recommended proposal

- 3.1 To publish the information in line with legislative requirements

4. Consultation on proposal

- 4.1 Consultation has taken place with Cllr Alam, Executive Portfolio: Corporate Services and Finance

5. Timetable and Accountability for Implementing this Decision

- 5.1 The legal requirement is for publication by the 30 March 2019

6. Financial and Procurement Advice and Implications (to be written by the relevant Head of Finance and the Head of Procurement on behalf of s151 Officer)

6.1 None

7. Legal Advice and Implications (to be written by Legal Officer on behalf of Assistant Director Legal Services)

7.1 The Council is obliged to publish information under legislation referred to in the body of the report

8. Human Resources Advice and Implications

8.1 An appropriately rewarded workforce motivates employees and meets standards of fairness and equality required by employment legislation

9. Implications for Children and Young People and Vulnerable Adults

9.1 Employees working in Children's and Young People's Services are included in the Council's Gender Pay Gap calculations

10. Equalities and Human Rights Advice and Implications

10.1 Fair pay structures are a requirement of employment and equalities legislation

11. Implications for Partners

11.1 The Gender Pay Gap reporting applies to employees across the Council

12. Risks and Mitigation

12.1 A failure to comply would create a reputational risk for the Council

13. Accountable Officer(s)

Sharon Kemp, Chief Executive

Shokat Lal, Assistant Chief Executive

Approvals obtained on behalf of:-

| | Named Officer | Date |
|--|----------------------|-----------------------------|
| Chief Executive | | Click here to enter a date. |
| Strategic Director of Finance & Customer Services (S.151 Officer) | Judith Badger | 21/01/19 |
| Assistant Director of Legal Services (Monitoring Officer) | Named officer | Click here to enter a date. |
| Assistant Director of Human Resources (if appropriate) | Lee Mann | 24/12/18 |
| Head of Human Resources (if appropriate) | | Click here to enter a date. |

Report Author:

Ian Henderson, Senior Employee Relations Officer

01709 822467 or ian.henderson@rotherham.gov.uk

This report is published on the Council's [website](#).

Rotherham Metropolitan Borough Council

Gender Pay Gap 2018

Introduction



This is the second year the Council has published its gender pay gap statement and we remain committed to having a diverse and inclusive workforce, representative of the communities it serves. Over the last 12 months we have seen increases in the number of women, disabled and ethnic minority employees moving into the top 5% of Council earners.

I am pleased that the Council continues to have a gender balanced and diverse Strategic Leadership Team, and with partners across the Rotherham Together Partnership we will continue to work collaboratively to prioritise gender equality and inclusive growth.

We continue to take positive steps to improve workplace equality; our range of flexible working opportunities are designed to enable our employees to achieve a work life balance, and we continue to encourage and support women returning to work to continue their career on a flexible basis.

During the year we continued to pay the UK Living Wage for our lower paid jobs, which are predominantly being undertaken by women and provided opportunities for all employees to develop and embed their skills through career pathways; helping them to gain the recognised skills, attainments and professional qualifications required to create a high performing and sustainable workforce irrespective of gender.

We have a clear understanding of the overall gender composition of our workforce and we regularly monitor our workforce in relation to the other protected characteristics, such as ethnicity and age, as these can also impact on the extent of any pay gaps.

We continue to be committed to transparency and fairness. This detailed analysis helps us identify areas for further improvement and will actively inform actions for the Council's Workforce Plan.

I hope you find the report informative.

Sharon Kemp
Chief Executive
Rotherham Metropolitan Borough Council

Background

Equal pay between men and women is a legal right under both United Kingdom and European Law. The Equality Act 2010 requires employers not to discriminate on grounds of race and disability and similar rules apply to sexual orientation, religion and age.

The Council is committed to and supports the principle of equal pay for all our employees. In pursuit of this objective, it has adopted terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national and local) or as a consequence of authority decisions. These terms and conditions are incorporated into contracts of employment.

Ninety five percent of the Council's jobs (excluding school jobs) are covered by the National Joint Council for Local Government Services Single Status Agreement, which contains nationally agreed spinal pay points. All jobs are evaluated against the pay & grading scheme, ensuring a transparent process through which fair and consistent judgements are made on pay.

The gender pay gap is different to equal pay. Rather than considering whether women and men receive equal pay for equal value work, the pay gap is a measure of the disparity in the average earnings of males and females.

From 2017, any organisation that has more than 250 employees must publish and report specific figures about their gender pay gap. The gender pay gap is defined in the regulations as the difference between the average earnings of men and that of women, calculated relative to men's earnings. These calculations must be made using payroll information correct as on a specific date.

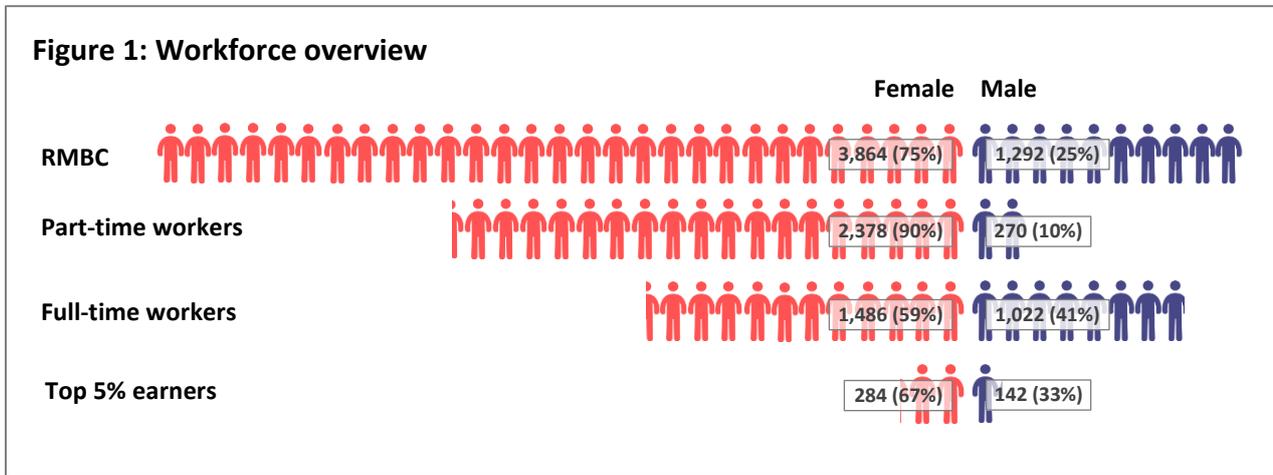
For public sector organisations the specific date, or snapshot date is the 31 March and information on pay gaps based must be published by 30 March each year.

Maintained schools are responsible for publishing their data separately from the Council, which means that schools data is not included in this report.

Data must be published and reported on the following measures:

- Mean gender pay gap in hourly pay
- Median gender pay gap in hourly pay
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of males and females receiving a bonus payment
- Proportion of males and females in each pay quartile

Workforce demographics



On the snapshot date 31 March 2018 Rotherham Metropolitan Borough Council had 5156 employees working across a wide range of industry sectors. This has reduced from 5212 on 31 March 2017.

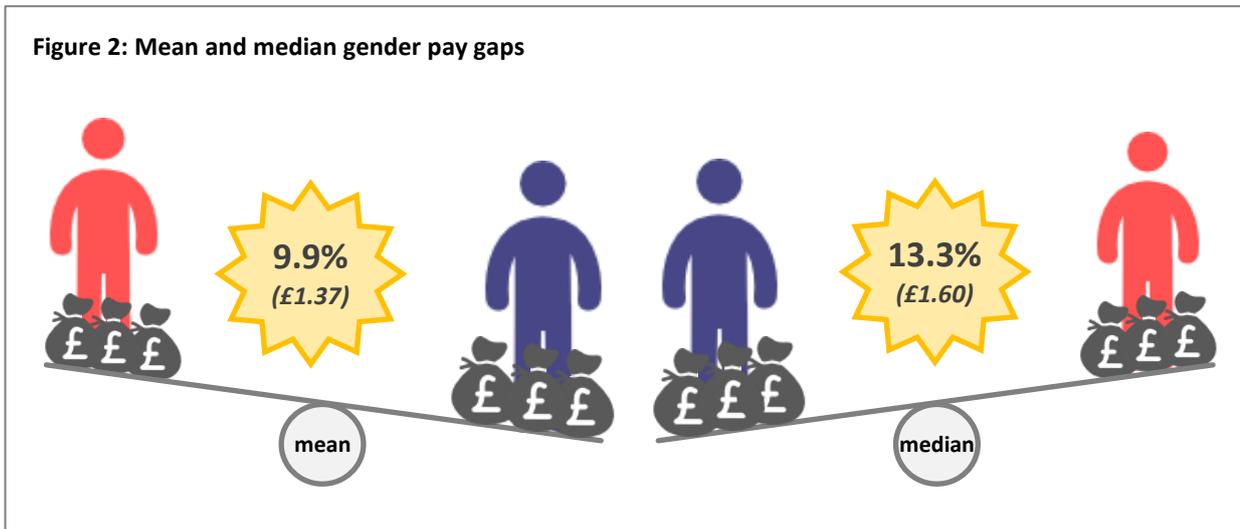
Females accounted for three quarters of the workforce, predominantly part-time workers in permanent positions whilst the male workforce was predominantly full-time workers in permanent positions.

Since 2010 the number of males working part-time has gradually increased to over one in five, compared to almost two out of three females.

Over the same period the number of women in the top 5% of earners has also gradually increased. As at 31 March 2018 sixty seven per cent of the Council's top 5% of earners were women, an increase of 7% from 2017. In addition, women made up half of the Senior Leadership Team.

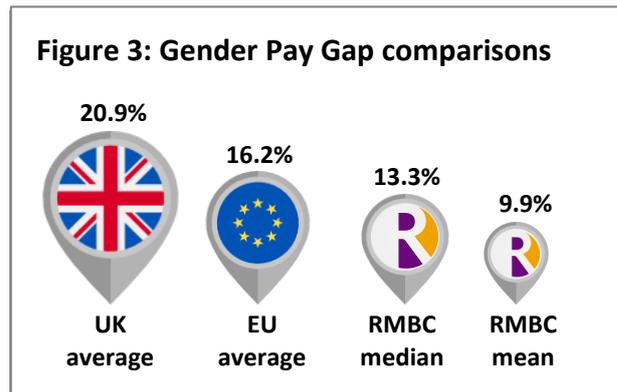
Gender pay data and analysis

Means and medians



The median Gender Pay Gap for the Council at the end of March 2018 increased to **13.3%** from **12.5%** in March 2017. However, in the same period the mean pay gap reduced from **11.5%** to **9.9%**.

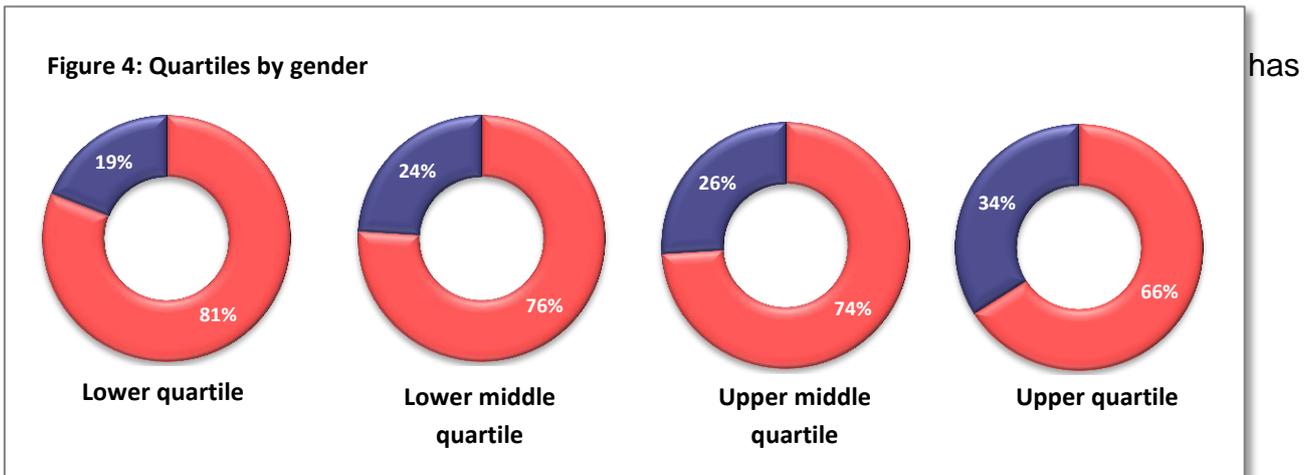
Analysis has shown that the median increase is attributable to 31 lower paid male seasonal Grounds Maintenance staff, employed in March 2017, not being employed in March 2018 having a disproportionate affect due to the lower number of men employed.



A positive pay gap indicates that men are paid more than women and a negative pay gap that women are paid more than men. The Council's pay gap shows that men were paid more than women, however, the figures compare favourably with the average UK gap of 20.9% and EU average 16.2% (Eurostat figures published on the European Commission of Justice's website).

Analysis of other protected characteristics showed a negative 17.6% median pay gap and negative 8.3% mean pay gap for BME employees, which indicates BME employees are paid more than non-BME employees. Both the median and the mean negative pay gaps have increased in 2018 (from negative 12.4% and negative 7.6% respectively in 2017) – showing that BME employees were paid more in 2018 relative to non-BME employees and that gap has increased over the last 12 months.

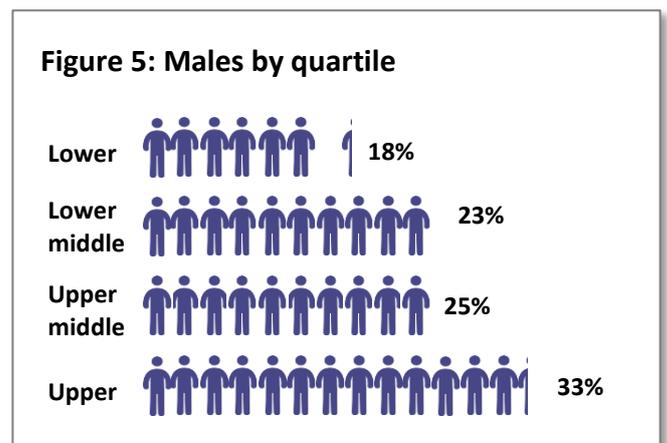
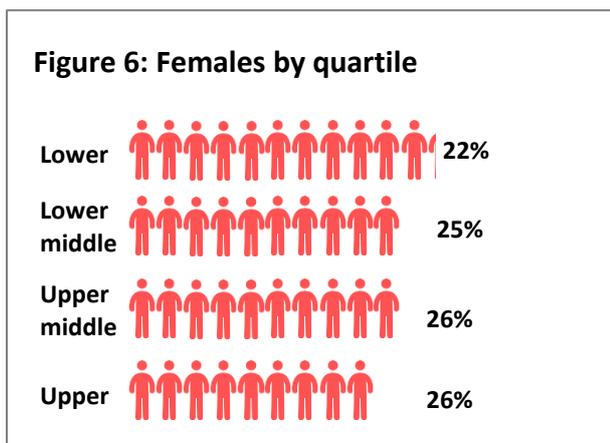
For disabled employees the median pay gap was a negative 8.0% (compared to a negative 9.7% in 2017) and for the mean pay gap a negative 2.2% (previously negative 1.2%), which indicates that disabled employees are paid more than non-disabled employees.



Quartiles

At 74% female and 26% male, the gender distribution in the two middle quartiles is broadly in line with the overall workforce representation. In the lower quartile, where the Council has a large number of female employees working in traditionally low-paid cleaning and catering roles, there is an over-representation of female workers. The reverse is true in the upper quartile, where the jobs tend to be professionally qualified or dependent on several years of management or other types of experience. Here, women are under-represented.

When looking at the spread of female employees across the quartiles, the ideal would be to see a quarter (25%) of all females in each of the four quartiles; the same goes for male employees. This has almost been achieved for female employees, however, for male employees there is a discrepancy of nine percentage points at the lower and upper quartiles.



How we are working to close the Gender Pay Gap

The Council undertakes equalities monitoring, including gender analysis on learning and development, recruitment activity and promotions. During the 2017/18 year the analysis highlighted that females were more likely than males to have been promoted.

Further monitoring and analysis of the Council's holistic approach to reducing the gender pay gap takes place with key performance indicators reported on a quarterly basis to the Strategic Leadership Team.

A local living wage supplement is applied to lower paid employees, predominantly female, whose hourly rate of pay falls below £8.75 to bring them up to this rate. From April 2019, a supplement will no longer be required as our minimum pay rate will be £9.18, above the UK Living Wage rate of £9.00 per hour.

To help employees to achieve a better balance between their work and home life, and to support women returning to work and progress in their careers, the Council operates a comprehensive range of flexible working opportunities:

- Flexi-time scheme - The scheme is available to many office-based jobs and operates within the hours of 7am-7pm. Within the rules of the scheme up to one flexi-day per month can be taken subject to approval
- Part-time working - This can be worked in a variety of patterns including part day, part week and part year
- Job share - The duties and responsibilities of one full-time job are divided (normally between two people).
- Compressed weeks or fortnights - Contracted hours are worked over 4 days instead of 5 or 9 days instead of 10
- Term-time working - This enables parents to spend time at home during school holidays
- Averaged / annualised hours - This allows employees to vary their working hours over a year enabling them to match their working hours to personal commitments
- Staggered hours - This enables a team to work a variety of start and end times covering a specific period
- Occasional home working - This allows employees to be more flexible with their work place providing the opportunity to work from home on an 'as and when' basis
- Permanent home working - An employee works solely from home.

The Council also provides support for parents and carers that often go beyond the minimum statutory requirements through maternity/adoption leave, paternity leave, maternity support leave and parental leave.

This range of support and flexible working initiatives help women returning to work following maternity or adoption leave and contribute to reducing the Council's gender pay gap.

The icons used in this report were made by Freepik from www.flaticon.com, except for the scales on the front cover which was made by Laobc from www.1001freedownloads.com.