



Leicestershire
Police

Protecting our communities

Gender Pay Gap Report

Snapshot date: 31 March 2019

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Introduction

This is Leicestershire Police's third annual pay gap report which has been produced in line with the *Equalities Act 2010* and associated ACAS Guidance '*Managing Gender Pay Gap Reporting*'.

The data upon which the body of the report is based takes its snapshot date as 31st March 2019, whilst the information relating to gender bonus gaps is taken from the whole financial year commencing 1st April 2018.

The **mean average pay gap** on the snapshot date was 15%, a reduction of 1% from 2018. When we consider police officers as a group on their own the pay gap is 6.4% and for police staff it is 7.1%.

The **median pay gap** in Leicestershire Police on the snapshot date is 27%, a reduction of 4.5% in 2018. When this is separated between officers and staff the median rate becomes 0.0% and 4.5% respectively.

As referenced in previous reports care needs to be taken when interpreting the statistics as it is important to understand the complexities and inherent dangers of comparing figures. Whilst we pride ourselves as operating as one police family, our workforce, unlike many other public sector bodies, comprises two very different types of worker. We have police officers, who are servants of The Crown, who operate within police regulations and a nationally agreed pay structure. We also have police staff who are locally contracted employees.

The majority of our police officer ranks continue to be populated by men (70%) and the majority of our police staff roles continue to be populated by women (62.5%).

As such, the gaps highlighted in this report do not mean that men and women are being paid differently for equal work; rather that the makeup of the workforce skews the total pay gaps as we are combining a higher percentage of male police officers with a higher percentage of female police staff.

One area that has changed in this year's report is in the awarding of bonus payments. The mean bonus pay gap has changed from a positive gender pay gap to a negative one, which is a gap in favour of males to one in favour of females. Bonus payments can be subject to change from year to year, and in this report relate to just 3% of the workforce, which means that these figures should be read with some caution as they do not provide the longer term picture or a whole force picture as the pay gap figures.


Whilst we have been able to take steps to reduce the gender pay gap (see page 13) I recognise that this is a long term strategy and one that is affected by factors that we can influence but also by those outside of our control.

I have appointed a Chief Officer to lead a Gender Steering Group which will tackle issues affecting all genders and none, including the ongoing scrutiny of the Gender Pay Gap. I welcome the Roadmap for Change from the government which outlines the Eight Key Drivers of Gender Inequality which we will use to help us as we continue to address these issues, as with the evidence-based actions for employers from the Government Equalities Office.

As well as setting out the current gaps, this report provides an update on the steps taken since last year by the organisation to close still further, wherever possible, those gaps which do exist and over which we can have some influence.

My commitment to reducing the pay gap remains firm and we will, in the coming years with increased recruitment for police officers, introduce further measures to ensure the workforce is better representative of the gender make up the communities we serve in Leicester, Leicestershire and Rutland.

Ultimately I continue to strive to create a workforce that is flexible, diverse, and inclusive – attracting, retaining and developing talent from within the communities that we serve.



Chief Constable Simon Cole, QPM, Leicestershire Police

Background

All public sector employers with 250 or more employees are required to publish information about gender pay gaps following the introduction of legislation under the **Equality Act (Specific Duties and Public Authorities) Regulations 2017**.

These regulations are an extension of the existing public-sector equality duties. Within Leicestershire Police they apply to the two main staff groups; police staff employed under a contract of employment and police officers who are employed as **'servants of The Crown'**.



▪ The **Gender Pay Gap** measures the difference between average hourly earnings of men and women.

Employers are required to publish the gender pay gaps in their organisation measured in terms of:-

- **Mean** hourly rates of pay
- **Median** hourly rates of pay
- **Mean** bonus pay
- **Median** bonus pay

In addition they must also publish the proportion of male and females who were paid bonus pay, as well as the proportion of employees in each pay quartile (25% band) who are men and women.

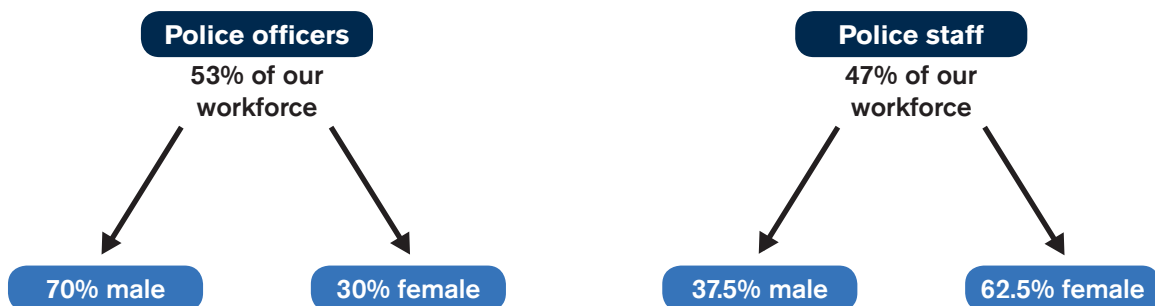
The **Gender Pay Gap** can be measured in various ways. Each of the measures provides a slightly different take on the Gender Pay Gap; the mean gives an overall indication of the size of the gender pay gap whilst the median gives an indication of a typical situation.

The 'mean' gender pay gap is the arithmetic use of average by adding the quantities together and dividing the sum by the number of quantities.

The 'median' represents the middle value i.e. half of the employees earn more and half earn less. It can be preferred as a better measure of pay of the 'typical' employee; otherwise results may be affected by the presence of a small number of people on very high levels of pay.

This report sets out the context behind the different staff groups within policing, provides Gender Pay Gap data in accordance with the legislative requirements, and provides an outline of the direct and indirect actions being carried out or proposed by Leicestershire Police to support reducing the gender pay gap.

➔ Leicestershire Police has two main occupational groups for the purposes of this audit:



Police Community Support Officers (PCSO) are operational uniformed police staff and are included amongst the police staff category.

Context

To help with context when reading the report it is important to outline the differences between the employment status of police officers and police staff as they have different pay and conditions of service, which is reflected in their pay and reward packages.

Police officers

Police officers have a unique status and are not employed under a contract of employment. Therefore much of employment legislation that applies to individuals who work under a contract of employment does not apply to police officers; for example police officers cannot be made redundant and they do not have the right to strike.

Some employment legislation does apply to police officers even though they don't have a contract of employment; this includes legislation relating to all forms of unlawful discrimination, health and safety, public interest disclosures and the payment of wages.

The unique status of police officers derives from the 'office of constable' based on an oath of allegiance to the Crown. Police officers pay and conditions of service are determined under police specific regulations which are set by the Secretary of State for the Home Office.

Changes to these terms and conditions are based on the recommendations made by the Police Remuneration Review Body (PRRB). Pay scales are updated annually via a circular issued under the Secretary of States powers under the **2003 Police Regulations**.



The pay structure has a separate pay scale for each rank, with annual increments subject to satisfactory performance. Police officers work a standard 40 hour working week, unless they have agreed a flexible working pattern to vary these hours.

There are no additional payments for working at the weekend, or additional shift allowances, however officers up to the rank of Chief Inspector receive a 10% allowance for working whole hours between 8pm and 6am.

Constables and Sergeants are entitled to claim overtime at enhanced rates of pay or time off in lieu (TOIL) whereas Inspectors and above are salaried and are not entitled to overtime pay.

Organisations that represent police officers, for example the Police Federation (which represents officers up to the rank of Chief Inspector), the Superintendents Association (which represents Superintendents and Chief Superintendents) and the Chief Police Officers' Staff Association (which represents Chief Officers), are not trade unions and not subject to the usual statutory provisions regulating employee relations matters.

Police staff

In contrast to police officers, police staff are considered ‘employees’ under employment legislation and are employed under a contract of employment.

Since 1 April 2014 most police staff have been employed by the relevant Chief Constable of a particular force (as a corporation sole); with a small number of staff being employed by the local Police and Crime Commissioner (PCC).

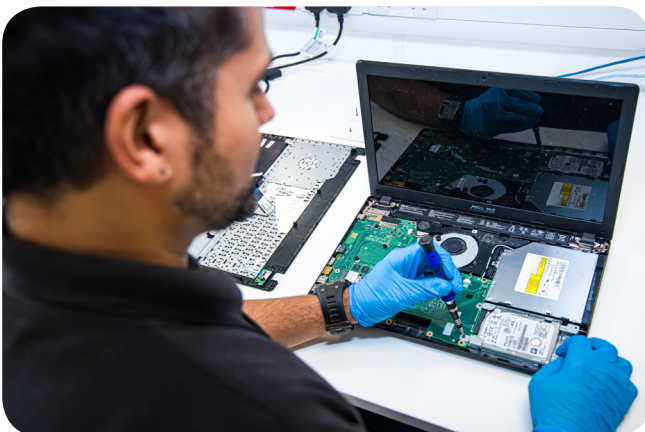
Employees contracted to work for the Police and Crime Commissioner for Leicester, Leicestershire and Rutland have not been included within this report as the Police and Crime Commissioner is considered a separate employer and employs less than 250 employees.

The Police Staff Council (PSC) was established in 1995 to negotiate on police staff pay and conditions of service. Its constitution consists of an official side comprising of representatives from the Home Office, the Association of Police and Crime Commissioners and the National Police Chiefs Council, and the Trade Union side comprising of Unison, GMB and Unite representatives.

Police Staff Council decisions are reached by a collective bargaining approach but are only binding on forces that have incorporated these conditions into their contracts of employment of which Leicestershire Police is one police force.

The Police Staff Council agreement has a single pay spine normally renegotiated annually with effect from 1 September; however each individual force can determine a local grading structure and grades based on the pay spine and decide locally the appropriate salary or grading levels.

Police staff are subject to employment related legislation and employee relations are handled through the normal consultation and negotiation processes with Trade Unions. The local Trade Union representation for staff employed by Leicestershire Police is Unison and GMB.



Gender pay gap data

Hourly pay

Mean gender pay gap

Table 1

	Mean Hourly Pay	Pay Gap
Police Officers – Male	£18.96	6.4% ▲
Police Officers – Female	£17.74	
Police Staff – Male	£14.32	7.1% ▲
Police Staff – Female	£13.30	
All Staff – Male	£17.45	15.0% ▼
All Staff – Female	£14.83	

Median gender pay gap

Table 2

	Median Hourly Pay	Pay Gap
Police Officers – Male	£18.82	0.0% ◀
Police Officers – Female	£18.82	
Police Staff – Male	£12.87	5.7% ▼
Police Staff – Female	£12.14	
All Staff – Male	£18.82	27.0% ▼
All Staff – Female	£13.74	

In comparison to the Gender Pay Gap report completed last year, there has been a decrease in the overall gender pay gap in both the mean (-0.9%) and the median (-4.5%) 'All Staff' categories.

The combined mean average hourly pay for females has increased by 69p compared to an increase of 63p for males. The median average hourly pay for females has increased by £1.14 compared to an increase of 42p for males.

However the mean average pay gap within each employment group has increased from 5.1% for police officers and 6.6% for police staff.

The pay gap increase relating to Police Officers is largely likely to be due to the numbers of males and females being recruited into Police Officer roles. Whilst the percentages year-on-year are nearly identical at 44% in both years (rounded to the nearest one whole percent), the number of female police officers being recruited is nearly double (43 in 2017-18 versus 75 in 2018-19).

As female Police Officers currently make up just under a third of all Police Officers, this will have an impact on the overall proportion of females in Police Officer roles and therefore be responsible for increasing the pay gap, due to new Officers starting at the bottom of the salary scale.

The knock-on-effect of cost of living pay rises, where, for example, a 3% pay rise to a male in a senior Police Officer post will be proportionately larger than a 3% pay rise to a female in a lower-ranked Police Officer post, subsequently increases the gap between hourly rates and therefore the overall pay gap.

The pay gap increase relating to Police Staff is also due to a number of factors. These include a 2% increase in the recruitment of females into the lower grades (1-6) year-on-year, as a percentage of all female joiners.

A 2% reduction in the recruitment of females into the higher grades (SO and above) year-on-year, as a percentage of all joiners, and a 1% decrease, year-on-year, in the overall number of females in the top pay quartile.

The associated knock-on-effect of cost of living pay rises, where, for example, a 3% pay rise to a male in a senior Police Staff post will be proportionately larger than a 3% pay rise to a female in a lower-graded Police Staff post, subsequently increasing the gap between hourly rates and therefore the overall pay gap.

Bonus pay

Proportion receiving bonus payments

Table 3

	% Receiving Bonus Pay	
Police Officers – Male	1.96%	▼
Police Officers – Female	1.59%	▲
Police Staff – Male	1.12%	▼
Police Staff – Female	2.69%	▼
All Staff – Male	1.69%	▼
All Staff – Female	2.30%	▼

The table shows that the proportion of male and female police officers in receipt of a bonus payment is very similar (<0.4% difference).

Only the number of female police officers in receipt of a bonus payment has increased from 0.35% in 17-18 to 1.59% in 18-19.

The proportion of female police staff in receipt of a bonus payment remains higher than male police staff (1.5% difference). The proportion of both male and female police staff bonuses have reduced by approximately 2.5% from 17-18.

When looking at “All Staff” more females received bonus payments than males which is no change to 17-18.

Mean bonus payment gap

Table 4

	Bonus Pay	Pay Gap
Police Officers – Male	£125.96	-1.4% ▼
Police Officers – Female	£127.78	
Police Staff – Male	£453.57	-15.6% ▼
Police Staff – Female	£524.11	
All Staff – Male	£195.45	-118.8% ▼
All Staff – Female	£427.70	

There has been significant change in the bonus pay differences in 18-19 compared to 17-18 for both police officers and staff.

The mean bonus payment gap for police officers has reduced from 70% to -1.4%. A minus pay gap figure represents a gap in favour of females.

The mean bonus payment gap for police staff has also reduced from 66.5% to -15.6%.

Overall the bonus payment gap for all staff has reduced from 46.1% to -118.8%.

A reason for this is that there has been a reduction in the number of bonus payments made overall in this period, with the exception of in the Contact Management Department (CMD) where bonus payments are made throughout the year for tutoring new staff recruits.

CMD accounts for 89% of the police staff bonus payments and where 73% of the department are female.

Median bonus payment pay gap

Table 5

	Bonus Pay	Pay Gap
Police Officers – Male	£100.00	0% ▼
Police Officers – Female	£100.00	
Police Staff – Male	£450.00	38.9% ▼
Police Staff – Female	£275.00	
All Staff – Male	£100.00	-100% ▼
All Staff – Female	£200.00	

The median pay gap between male and female police officers has reduced from 56.4% in 17-18 to 0%.

The median bonus payment for male police staff has reduced whilst the median bonus payment for female police staff has increased leading to a reduction in the overall median pay gap from 61.3% to 38.9%.

When combined, the median pay gap has reduced from 18.9% to -100%.

Bonus payment parameters can change from year to year meaning that the reported gaps can be volatile.

Hourly pay quartiles

The arrows in each row indicate whether there has been an increase or decrease in representation since the last report.

Police officer pay quartiles

Table 6

	% in Quartile
Police Officers – Upper Quartile Male	77.3% ▼
Police Officers – Upper Quartile Female	22.7% ▲
Police Officers – Upper Middle Quartile Male	71.7% ▲
Police Officers – Upper Middle Quartile Female	28.3% ▼
Police Officers – Lower Middle Quartile Male	71.0% ▼
Police Officers – Lower Middle Quartile Female	29.0% ▲
Police Officers – Lower Quartile Male	64.1% ▼
Police Officers – Lower Quartile Female	35.9% ▲

Police staff pay quartiles

Table 7

	% in Quartile	
Police Staff – Upper Quartile Male	49.5%	▲
Police Staff – Upper Quartile Female	50.5%	▼
Police Staff – Upper Middle Quartile Male	36.4%	▲
Police Staff – Upper Middle Quartile Female	63.6%	▼
Police Staff – Lower Middle Quartile Male	32.9%	▲
Police Staff – Lower Middle Quartile Female	67.1%	▼
Police Staff – Lower Quartile Male	34.7%	▼
Police Staff – Lower Quartile Female	65.3%	▲

All staff pay quartiles

Table 8

	% in Quartile	
All Staff – Upper Quartile Male	72.1%	▼
All Staff – Upper Quartile Female	27.9%	▲
All Staff – Upper Middle Quartile Male	68.4%	▲
All Staff – Upper Middle Quartile Female	31.6%	▼
All Staff – Lower Middle Quartile Male	45.1%	▲
All Staff – Lower Middle Quartile Female	54.9%	▼
All Staff – Lower Quartile Male	37.2%	▼
All Staff – Lower Quartile Female	62.8%	▲

Where there have been a number of individuals on the same rate of pay but distributed across two quartiles, we have ensured that Males and Females have been evenly distributed in each of the quartiles.

Mean average hourly pay across age and gender

Gender	16-24	25-34	35-44	45-54	55-64	65+
Female	£10.82	£13.22	£16.55	£15.42	£13.46	£12.45
Male	£11.03	£14.26	£18.63	£19.67	£15.59	£12.72
Difference £	0.21	£1.04	£2.08	£4.25	£2.13	£0.27
Difference %	1.9%	7.3%	11.16%	21.6%	13.6%	2.1%

This table shows that the gender pay gap is at its smallest between the ages of 16-24. The gap increases until it peaks at ages 45-54 when it reaches 21.6% before reducing again.

This is generally consistent with the national gender pay gap analysis below:

Age bands	18-21	22-29	30-39	40-49	50-59
Gender Pay Gap	1.4%	6.4%	11.3%	23.4%	25.9%

Actions

In previous Pay Gap reports, Leicestershire Police outlined actions and initiatives it carries out in order, on an ongoing basis, to promote gender equality.

This year those actions and initiatives have been presented according to their direct or indirect impact on a gender pay gap, whereby direct actions may affect a pay gap in a shorter period than indirect actions.

Direct impact

- Monitoring recruitment practices including the numbers of men and women who apply for and are recruited into roles within the organisation.
- Targeted campaigns through the various staff networks to encourage females and BAME officers into diverse police officer roles. Roadshows and events enabled opportunities to learn about the roles. Additional fitness sessions and programmes were provided and available at these events. A higher proportion of applications from female PCs were received in respect of DC positions.
- Using balancing measures in a number of promotion processes for police officers to support those who are underrepresented across the organisation, allowing those who meet that standard to be promoted in any initial phase of promotion.



Indirect impact

These are the actions that aim to improve the working environment, attitudes, culture, expectations and experience of officers and staff in Leicestershire Police in order to impact positively on recruitment, development, promotion and retention of women officers and staff and the gender pay gap.

- Establishment of the Gender Steering Group, chaired by a Chief Officer, and which considers matters across the Force that impact on all genders and none including the Gender Pay Gap;
- Increased support and awareness raising of issues around menopause, including the creation of a Menopause Policy, awareness sessions for senior managers and increased information available on Force Intranet;
- In 2019 an internal campaign highlighted the issue of domestic abuse to our staff. This includes the creation of an internal domestic abuse policy, the selection of over 30 domestic abuse champions covering every department in the Force, the installation of the Brightsky app and posters and website development;
- Introduction of Family Keeping In Touch (KIT) days to support new or expecting parents who may be about to take parental leave or who are returning to work with practical and emotional support. Development of buddying system and additional training for parents returning to the workplace following a period of parental leave;

- Signed up to the **HeforShe** campaign, a solidarity campaign for the advancement of gender equality, initiated by the UN and participated in the first annual **Gender Equality in UK** Policing report;
- Equality Impact Assessments are carried out on all policy/procedure or projects that will affect people from different groups and protected characteristics which includes gender;
- Carrying out recruitment campaigns and awareness days to promote equality, engaging with partners, the local communities and staff at all levels.
- Promoting flexible working opportunities including agile working, a flexi-time scheme, part time hours, job share and term time working. Promoting leave options such as Emergency Domestic Leave and using the data to understand the take up of this leave type across the force;
- Providing an Equality Supporters Scheme which provides a role of equality supporter to give confidential advice and support to any member of staff who feels that they may have been treated unfairly in the workplace;
- Providing a range of training and development opportunities in relation to valuing difference and diversity including unconscious bias training, selection and interviewing skills training which has an emphasis on objectivity and fairness. As well as developing different avenues of training delivery to support those who work part time;
- Moving from the historic Local Authority Job Evaluation Scheme in 2019 which does not comply with the intent of Equality legislation to the Hay Scheme which is a nationally recognised scheme;
- Facilitating a women only course entitled 'Leading with Impact' to develop a more representative workforce by encouraging officers and staff to apply for development opportunities and progression. This course has been run within Leicestershire several times and continues to do so with more planned in 2020;
- Providing staff networks including the Women's Inclusive Network (WIN) which is committed to improving the working environment and promote greater representation of women throughout the organisation;
- Annual Conference arranged through the Women's Inclusive Network and focussing on different subjects each year. In 2019, this was on "Unlocking Your Potential".
- Celebrating achievements of women on and around the International Women's Day and International Women's history month in March through a series of intranet articles, posters and social media activity.



About this audit- calculations

This is the third annual gender pay report for Leicestershire Police. This report is based on data taken from the 'snapshot date' for public sector employers of 31 March 2019.

The gender bonus gap information is based on the bonus data taken from the 1 April 2018 to 31 March 2019.

The report has been produced in line with the Equalities Act 2010 and associated ACAS Guidance 'Managing Gender Pay Gap reporting'.

Any agency workers who provide services for Leicestershire Police are included in the publication for the relevant agency. Police officers and police staff on secondment to outside the force area in the UK or overseas and being paid for by Leicestershire Police on the snapshot date are included within the report.

What is included within the data analysis:-

'*Ordinary Pay*' data includes basic pay, payments for extra responsibilities and on call.

Gross figures are used before tax and any deductions for pension contributions and after any deductions for salary sacrifice.

'*Bonus Payment*' data includes any rewards relating to productivity, incentive and performance. Included within the report are honoraria payments for police staff and bonus payments for police officers (further detail outlined below).

Police Officers - The Chief Constable can award a one off bonus payment to an individual police officer of £50 to £500 per head for demanding, unpleasant or outstanding work. The Chief Constable can also recognise whole teams of police officers with a team recognition payment capped at up to £100 per officer.

Police Staff - Police forces have the discretion to pay honoraria bonus payments, either as an addition to monthly salary for a set period of time, or as a one off discretionary lump sum. A policy is decided by local collective agreement. Currently within Leicestershire Police a discretionary lump sum is usually given on the completion of a particular project or to reward an exceptional piece of work. These one off payments are capped at £500.

The force does not have bonuses relating to commission or profit sharing.

What is not included within the data analysis:-

Overtime pay, redundancy pay, pay related to termination of employment, payments of authorised expenses, pay in lieu of annual leave, salary sacrifice schemes, housing allowances, allowances earned during overtime hours, any interest free loans, or benefits in kind.



Mean gender pay gap calculation steps

1. Add together the hourly pay rates for all male full pay relevant employees
2. Divide this figure by the number of male full pay employees which gives the mean hourly pay rate for men
3. Add together the hourly pay rates for all female full pay relevant employees
4. Divide this figure by the number of female full pay employees which gives the mean hourly pay rate for women
5. Subtract the mean hourly pay rate for women from the mean hourly pay rate for men
6. Divide the result of the mean hourly pay rate for men
7. Multiply the result by 100 which gives the mean gender pay gap in hourly pay as a percentage of men's pay

Median gender pay gap in hourly pay calculation steps

1. Arrange the hourly pay rates of all male full pay relevant employees from the highest to the lowest
2. Find the hourly pay rate that is in the middle of the range to provide the median hourly rate of pay for men
3. Arrange the hourly pay rates of all female full pay relevant employees from the highest to the lowest
4. Find the hourly pay rate that is in the middle of the range which gives the hourly rate of pay for women
5. Subtract the median hourly pay rate for women from the median hourly pay rate for men
6. Divide the result by the median hourly pay rate for men
7. Multiply the result by 100 which gives the medial gender pay gap in hourly pay as a percentage of men's pay

Bonus pay figures calculation steps

Proportion of males and females calculation

1. Gather data for the number of male relevant employees who were paid bonus pay in the 12 month snapshot date
2. Divide this by the number of male relevant employees
3. Multiply the result by 100 which gives the percentage of males who were paid a bonus
4. Gather the number of female relevant employees who were paid bonus pay in the 12 months snapshot date
5. Divide this by the number of female relevant employees
6. Multiply the result by 100 which gives the percentage of females who were paid a bonus

Mean gender pay gap in bonus pay calculation steps

1. Add together the bonus payments made to all male relevant employees in the 12 months to the snapshot date
2. Divide this figure by the number of male relevant employees which gives the mean amount of bonus pay for men
3. Add together the bonus payments made to all female relevant employees in the 12 months to the snapshot date
4. Divide this figure by the number of female relevant employees which gives the mean amount of bonus pay for women
5. Subtract the mean bonus amount for women from the mean bonus for men
6. Divide the result by the mean bonus amount for men
7. Multiply the result by 100 which gives the mean gender pay gap for bonuses as a percentage of men's pay

Median gender pay gap in bonus pay calculation steps

1. Arrange the bonus pay amounts paid to all male relevant employees in the year to the snapshot date from highest to lowest
2. Find the bonus pay amount that is in the middle of the range which gives the median bonus pay figure for men
3. Arrange the bonus pay amounts paid to all female relevant employees in the year to the snapshot date from highest to lowest
4. Find the bonus pay amount that is in the middle of the range which gives the median bonus pay figure for women
5. Subtract the median bonus pay figure for women from the median bonus pay figure for men
6. Divide the result by the median bonus pay figure for men
7. Multiply the result by 100 which gives the median gender pay gap for bonus pay as a percentage of men's pay

Gender pay gap quartile figures calculation steps

1. Gather a list of the hourly rate for all full pay relevant employees in the pay period covering the snapshot date
2. Divide this list into 4 quartiles with an equal number of employees within each section from the highest to the lowest paid
3. Where there are employees on the same hourly rate of pay crossing the quartiles, the male and females are split as evenly as possible across the quartiles
4. Divide the number of full pay relevant employees by the total number of full pay relevant employees and multiply by 100 which gives the percentage of males in the quartile
5. Divide the number of female full pay relevant employees by the total number of full pay relevant employees and multiply by 100 which gives the percentage of females in the quartile

