

Gender Pay Gap Report

Snapshot date: 31 March 2021



Leicestershire
Police
Protecting our communities

Contents

- Introduction** 3
- Background** 4
- Context** 5
- Police officers** 5
- Police staff** 5
- Calculations** 6
- Next steps** 10
- About this audit** 15



Introduction

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

The report is based on the snapshot date of 31st March 2021 with the bonus gap data commencing for 12 months from 1st April 2020.

The median pay gap for police officers remains at 0%, for police staff it is 10.5% and when the two groups are combined it becomes 30.7% (a 0.9% reduction) from the previous year.

This report covers an historic period where a global pandemic led to the greatest challenges and changes to every single one of our working practices. In this report I am pleased to demonstrate how those carefully managed changes, have not led to an adverse impact on our gender pay gap.

Our recruitment teams have continued to work incredibly hard during this time to engage with and recruit new police officers from all under-represented backgrounds in order to help us deliver a police service that has the full support of

the public. This year I am pleased to report that this led to a record 39% of new police officers being female.

These measures, and the others contained in this report, I hope, will ensure that we can continue to recruit, retain and develop applicants and officers from diverse backgrounds, representing our communities, and who share our values of acting with impartiality; demonstrating integrity; putting the public first in all we do; being transparent, open and honest, and working as one team.

Finally, this will be my last Gender Pay Gap report as Chief Constable of Leicestershire Police. Over the years, I have been really impressed with the progress made by all those involved with understanding and challenging the areas that impact on the gender pay gap and I am confident that this will continue in the years to come.

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**.

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.

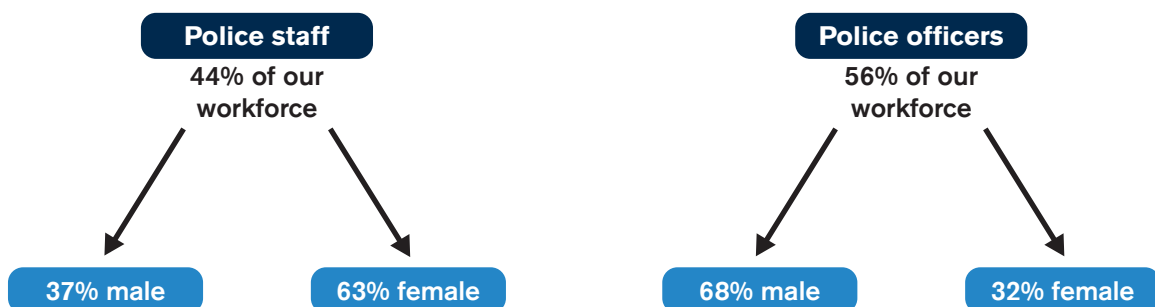
The 'mean' gender pay gap is the arithmetic use of average by adding the quantities together and dividing the sum by the number of quantities.

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 actions and activities 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:



Gender pay gap and equal pay

It is important not to confuse the gender pay gap with equal pay as, although the two are both looking at pay inequality issues, they are very different.

The gender pay gap looks at the average hourly pay of all males and females **across the whole organisation**, irrespective of seniority or role.

Equal pay is a right enshrined in the Equality Act setting out that men and women are entitled to equal pay with each other where they are doing equal work which is like for like work, work rated as equivalent and work of an equal value.

The presence of a gender pay gap does not mean that a man and a woman doing the same job are paid different rates of pay.



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. The pay and conditions of service are determined under police specific regulations which are set by the Secretary of State for the Home Office.

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.

Police staff

In contrast to police officers, police staff are considered 'employees' under employment legislation and are employed under a contract of employment by the relevant Chief Constable.

The Police Staff Council (PSC) negotiates on police staff pay and conditions of service. It 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.

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.

Calculations

The visuals below include all full pay relevant (full and part time) police officers, Police Community Support Officers and police staff employed by Leicestershire Police on the snapshot date of 31 March 2021.

The percentages shown are as at 31 March 2021.

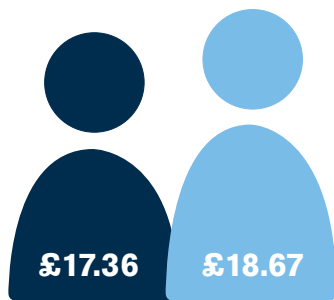
Gender pay gap data

Hourly pay- mean and median

● Female ● Male

Mean gender pay gap

Police officers



7% in favour of males

(compared to 7.7% last year)

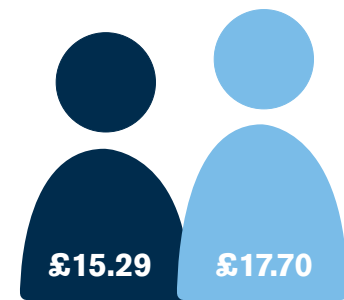
Police staff



9.8% in favour of males

(compared to 8.9% last year)

All staff

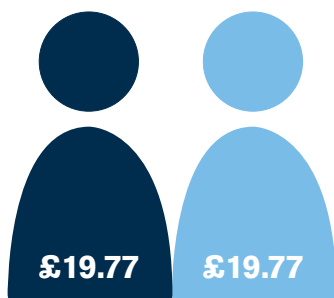


13.6% in favour of males

(compared to 15.2% last year)

Median gender pay gap

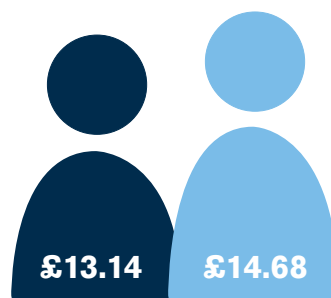
Police officers



No difference

(compared to 0% last year)

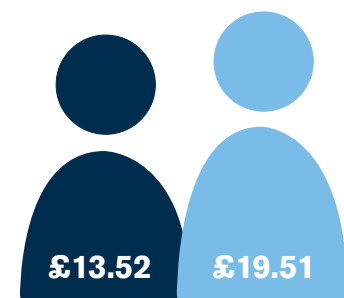
Police staff



10.5% in favour of males

(compared to 5.9% last year)

All staff



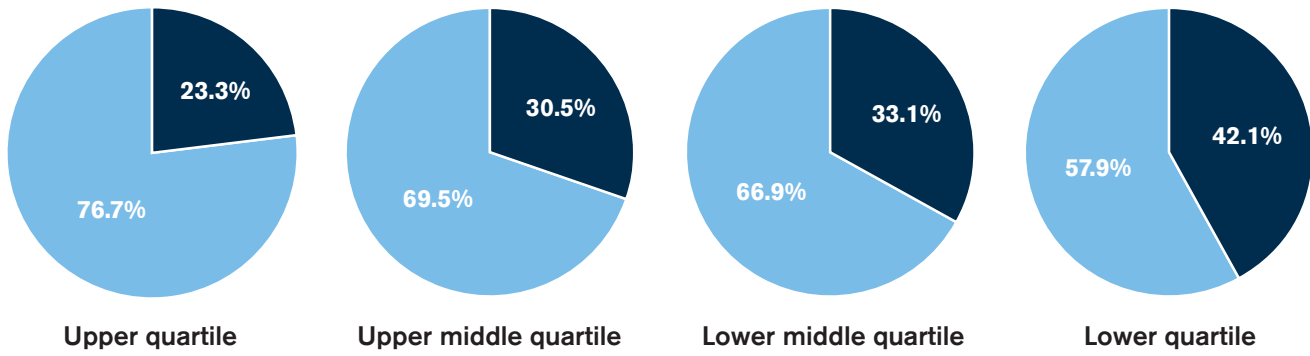
30.7% in favour of males

(compared to 31.6% last year)

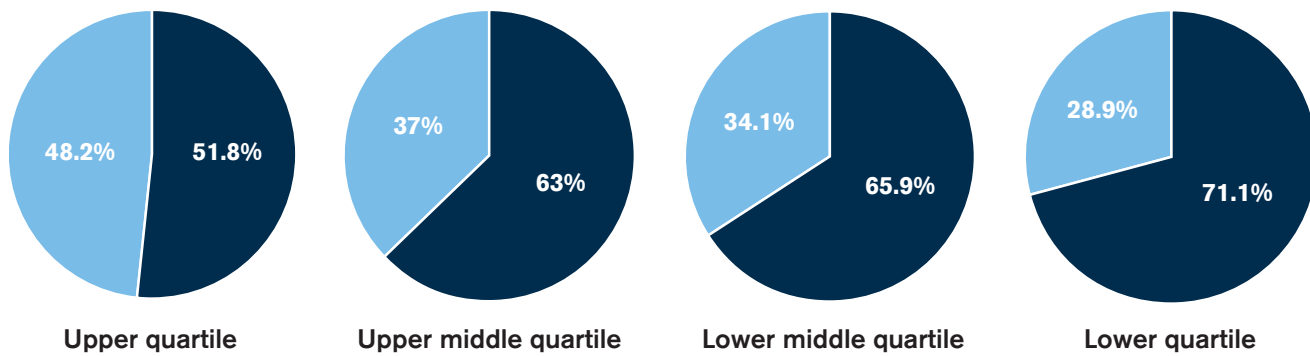
Hourly pay- quartiles

Female Male

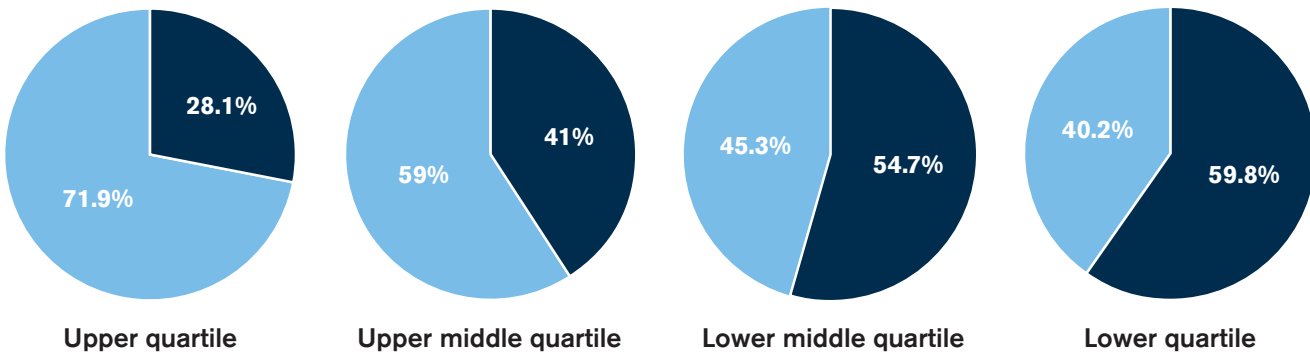
Police officer pay quartiles



Police staff pay quartiles



All staff pay quartiles



The mean and median pay gap have decreased this year for police officers and staff. The reasons that this has not decreased more significantly can be explained through the data by:

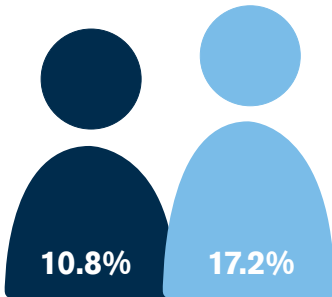
- There were twice as many male police staff joiners (35) in the higher graded posts (SO1 and above) than female police staff joiners (17).
- Nearly twice as many female police staff joiners (117) in the lower graded posts (Scale 1 – 6) than male police staff joiners (61).
- A similar actual number of male and female police staff leavers (19/18) in higher graded posts (SO1 and above) has a far greater impact on female police staff figures which is much smaller.
- The knock-on effect of cost of living pay rises where for example, a 2.5% pay rise to a male in a senior Police Staff post will be proportionately larger than a 2.5% pay rise to a female in a lower-graded Police Staff post.
- The knock on effect of cost of living pay rises where for example, a 2.5% pay rise to a male in a senior police staff post will be proportionately larger than a 2.5% pay rise to a female in a lower-graded police staff post.
- Another year of increased officer recruitment with a total of 340 constables joining. 39% of new constables were female. This is to be commended but acknowledged that in the short term it will impact on widening the gender pay gap.
- No senior (Supt and above) female police officers left during this year, but 5 senior male officers left.

Bonus pay

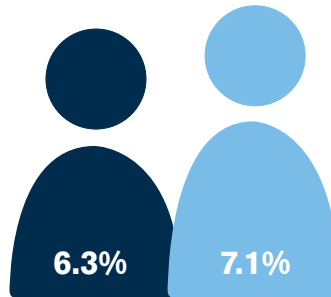
Female Male

Proportion receiving bonus payments

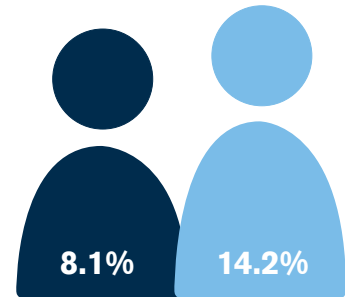
Police officers



Police staff

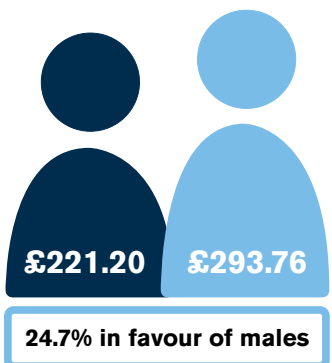


All staff

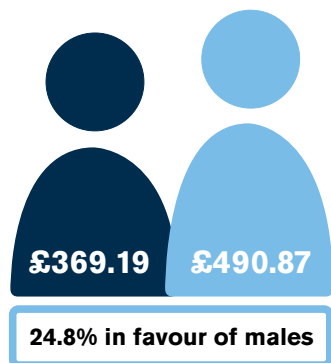


Mean bonus payment pay gap

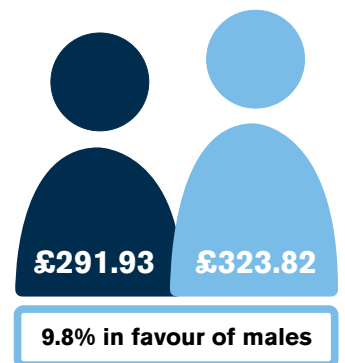
Police officers



Police staff

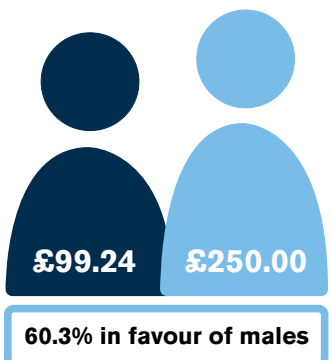


All staff

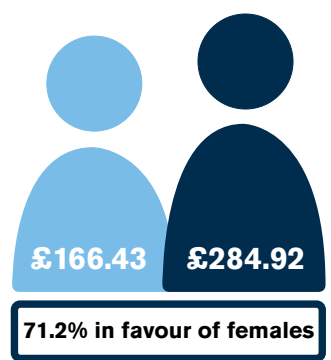


Median bonus payment pay gap

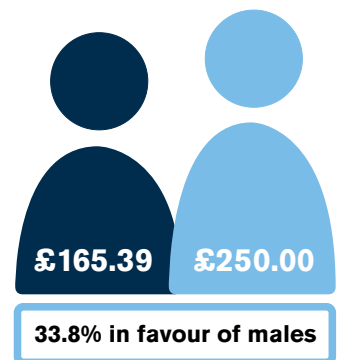
Police officers



Police staff



All staff



Bonus payments

'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 and police staff (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. 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 number of bonus payments made in period April 2020 to March 2021 has seen another significant increase. This increase, predominantly affecting police officers, is due to:

- The first full year of the Tutor Constable Bonus scheme. Payments are made to officers at £150 for a 7 week block. The numbers have increased overall as there has been record recruitment levels and payments can be split between officers meaning there may be multiple records for each student. A day's annual leave or Time Off In Lieu can be selected instead of payment.
- The first full year of a similar tutor payment scheme for PCSOs came into effect during this reporting year.

Overall the bonus pay gap in the mean and median groups has now increased to a gap in favour of males.

Bonus payments can be a volatile measure of pay gap reporting as criteria and reporting systems can change from year to year. Nevertheless we continue to monitor the impact of bonus payments by gender to understand and eliminate any disparity or unfairness with the schemes. The creation of a pay review panel to look at all bonus and honoraria payments will monitor the impact of these payments.



Next steps

We now turn to the actions taken across the force to reduce the pay gap. These are reported to a number of internal boards and scrutiny groups and the Gender Steering Group reviews this activity quarterly.

Focus on Covid

For all of this reporting period (April 20 – March 21) we were working and living with the Covid-19 pandemic. The management of the workforce through this time was dynamic, supportive and considerate whilst at the same time maintaining a highly effective policing service.

Very quickly a significant proportion of the workforce were required to work from home, with many juggling home schooling at the same time. Working from home quickly became the norm, guidance was produced, and equipment was sourced to ensure suitable workstations were in place. It was acknowledged through internal workforce surveys that this period has encouraged significant cultural change in a short space of time. Perceptions are that there are many more benefits to disbenefits of working in this way. Working together we moved to working in virtual spaces which brought advantages and disadvantages.

The force's supportive approach was to "do what you can" throughout this time to ensure the safety and wellbeing of its workforce.

Safeguards were put in place, such as contacting those assessed to be clinically extremely vulnerable to ensure a sense of engagement and inclusion continued. Working From Home surveys helped the force to understand how the workforce were feeling and what challenges they were facing. An ambitious programme to contact every member of the organisation by phone to have a conversation about their wellbeing at the start of 2021 all helped to connect each other and strengthen Team Leicestershire.

Overall, in employment more women were likely to be placed on furlough and made redundant than men because women were more likely to be in the employment sectors that were shut down in the pandemic e.g. in retail, hospitality and tourism¹.

The furlough scheme was not used in Leicestershire Police and no redundancies were made as a result of the pandemic. In fact, throughout 20/21 the attrition level for officers and staff combined was 7.3%. This is the lowest level in the last three years at a time when we also experienced the highest headcount.



¹ How has the coronavirus pandemic affected women at work? House of Commons Library, <https://commonslibrary.parliament.uk>, 8.3.21

Focus on recruitment

Through the national Police Uplift Programme (which aims to recruit 20,000 new officers by March 2023) we have continued to attract and recruit new police constables to Leicestershire Police. Even during the pandemic, interview and selection processes were taken online, to ensure continued targets were met.

In this reporting year we had record numbers of recruits with a total of 340 new constables joining. Overall the proportion of female constables recruited was 39%.

We know that the impact of recruitment measures on the gender pay gap will take time to realise as police officers join at the lowest point of the payscale. Therefore an increased number of female police officers at this level will actually increase the pay gap in the short to medium term.

As these new cohorts ascend the ranks over time and are followed by similar representative cohorts at the start of their policing careers, more male officers at the end of their police careers will leave the service. The net effect of this will be that the force gets ever closer to its stated aim of 50% female representation.

Proactive recruitment support

Our positive action team continue to support applicants from under represented backgrounds, including females, to join and become part of Team Leicestershire.

They do this by engaging with students at schools and universities, offering bespoke webinars, roadshows, mentoring opportunities, addressing queries and making connections at every stage throughout the application and on-boarding process.

First direct entry detectives

A new direct entry route for detectives was designed and launched this year following repeated enquiries from under represented groups, including females at recruitment events.

To increase gender representation the following measures were put in place.

- New branding to show detectives from underrepresented groups
- Female on all the seminars about being a detective
- Positive action throughout the process including earlier stage at telephone interview
- Positive action for the fitness test with practises being offered
- Ensuring gender split on the final interview panels
- Additional support on the final national assessment
- Mentors being offered to candidates

This first programme successfully recruited 32 detectives, 69% of whom were female.

Recruitment to include female only jobs boards

We know that we have more to do in ensuring female police staff are represented more equally in our senior roles across the force. There are far fewer posts at this level and turnover is really low. In a move to attract more female police staff to apply for senior positions, all police staff vacancies at grades PO40 and above will now be advertised on specific female only jobs boards, in addition to the existing recruiting platforms.



Focus on development, progression and retention

Identifying talent and helping officers and staff to achieve their full potential is a priority for Leicestershire Police. Not only does this mean that we retain valuable people and their skills and experience, but it also means that we can provide meaningful and positive work experiences for a full and varied career.

Police staff do not have the same opportunities or structure for career development as police officers. This is due to the employment relationship and the specific roles that police staff occupy. As the majority of our police staff are female this continues to be an on-going challenge for the gender pay gap.

Police officer progression

We have continued to use balancing measures to support promotion of under-represented groups. This may involve promoting successful candidates from under-represented groups at an agreed stage of a process ahead of male officers; or offering coaching and mentoring to under-represented groups before application submission.

Career Pathways

Career Pathways is the annual survey to officers to register interest in different policing roles. An internal focussed campaign to attract under represented groups, including females, to particular roles such as Firearms, Dogs, Road Policing, Detectives took place this year. This was designed to challenge potential blockers to consideration of these types of roles.

Where next on your career pathway?

“I love working in such a close knit team patrolling the airport but it would be nice to have more women on the team.”

PC Kirsty Grove

#TeamLeicestershire

Join Specialist Support Directorate (SSD)

To find out more about a job in SSD email: SSDrecruitment@leicestershire.pnn.police.uk

Networks Together we are stronger

Where next on your career pathway?

“Being a dog handler is all I have ever wanted to do – it’s the best job in the world.”

PC Sam Bennett

“Being a woman is no barrier to being a firearms officer – the training gives you the skills to be a confident decision maker.”

PC Emily Walsh

#TeamLeicestershire

Join Specialist Support Directorate (SSD)

To find out more about a job in SSD email: SSDrecruitment@leicestershire.pnn.police.uk

Networks Together we are stronger

Leicestershire Police

Equipment

Enforcers are a piece of kinetic method of entry equipment used by Police, Fire and Rescue and other enforcement agencies to breach doors to gain access to properties and strongholds. They typically weigh 16kg and are in some cases required to be held above shoulder height requiring adequate strength and flexibility. Using the Enforcer is a key element to passing a Method of Entry (MOE) course, which is an essential part of front line policing as well as a key role in departments such as the Tactical Support Team, Firearms, Force Priority Team and Neighbourhood Priority Teams.

This year, as part of a successful trial, the force purchased five lighter Enforcers, weighing 12kg each. This model produces only 17% less energy than its larger sibling but opens up the opportunity of more diverse roles to many more officers who may previously have been put off this route due to differences in core strength and body mass that may be associated with gender, or different reasons. The new models can now be purchased as required.



Positive Action Leadership Session / Positive Action Development Programme

We have a wide range of leadership and management training programmes for all officers and staff to continue personal and professional development. In this period we facilitated 583 places on Developing Leadership Skills Programmes, 170 places on Leading Our People, 140 places on Positive Action Programmes, and a return of the Leading With Impact course aimed at females.

Leading with impact

This four-day course for female officers and staff aspiring to a supervisory position covers a wide range of topics including understanding personality types and how this affects performance; knowing your limiting beliefs and changing behaviours; developing presentation skills and how to get your voice heard in meetings; developing your personal brand; conflict resolution and more. This programme will take place four times per year to encourage females to remain in service and apply for development opportunities and progression.

Focus on our workforce and representation

Leicestershire Police featured as one of the most improved forces for representation in the HeForShe Gender Equality in UK Policing 3rd annual report, with our percentage change in number of women officers increasing by 26.52%, and the percentage change in the number of all women in senior roles increasing by 33.33%².

The gender representation of the workforce to department level is monitored by the Gender Steering Group in a twice yearly report. This allows for learning, sharing good practice and highlighting areas for development as well as monitoring our development in this area.

LGBT+

The gender pay gap report focuses on the difference between the average pay of all females and all males. The

report does not consider genders other than male and female. Leicestershire Police aims to ensure that all officers and staff, whatever their gender or non-binary status, feel supported, valued, included and engaged in all aspects of their working experience.

In this reporting year, we have produced the first searching policy for trans and non-binary officers and detainees, and have provided information on the importance of pronouns and the impact of “dead naming”. Our LGBT+ network supports families, individuals, investigations and promotes history months, memorial and awareness days including flying the Pride flag at Force Headquarters during LGBT History Month in February.

² *Gender Equality in UK Policing 2021, He For She, www.heforshe.org, accessed 12.2.22*



Focus on wellbeing



Leicestershire Police takes wellbeing seriously. By providing opportunities for our officers and staff to look after themselves and each other means that we are collectively better able to look after the communities of Leicester, Leicestershire and Rutland.

Providing a work environment and culture that enables our workforce to feel they can truly be themselves, that they can talk about their health and wellbeing openly with colleagues and supervisors, and know where to find support if they should need or want it for themselves and their families is really important. We've chosen two areas that can impact the gender pay gap to focus on below.

Working carers

It is estimated that 1 in 7 employees are working carers³. Over the coming years this is expected to increase due to the aging population, increased female participation in the workplace, and people having smaller families⁴. The impact of becoming a carer can be significant, sudden and life changing. With the government announcing a day one right to carers leave, we are developing the range of support that we promote, including creating a network of carers in the Force to provide support, advice, and understanding. Although there is no official register for carers, and many carers choose not to share with their employer their additional responsibilities, typically unpaid carers in work are aged between 45-64 years old and the majority are women⁵. Many will occupy senior positions and all will have valuable experience and talent that we don't want to lose.

Our data shows the importance of this work to our workforce composition. 52% of our police staff are in the age brackets of 45 and older, with females making up 30.5% of that group. 28% of police officers are in the same bracket with females making up 7.4% of that group. Improving the support, access and awareness of those carers who work for Leicestershire Police we hope will help us retain our experienced, talented and valuable officers and staff.

Menopause

In 2021 Leicestershire Police became the first UK police force to sign up to become a Menopause Friendly Employer with **Menopause in the Workplace Ltd**.

Accreditation requires an assessment of the culture, policies and procedures, training, engagement and facilities. Important work towards this accreditation is already well underway ensuring that menopause is considered at each stage of working for our organisation.

Why is this important for the gender pay gap? A recent study showed that more than one million women with menopausal symptoms are under pressure to quit their jobs because they are not getting the support they need. Although menopause can happen at different ages for different reasons and with different experiences, the majority of cases happen to women between the ages of 45 - 55. Across our workforce this represents 6.8% of police officers and 25% of police staff.

An excellent example of the work from this group is the development of a simple process to enable officers and staff to request new cotton uniformed shirts (as opposed to Sweat Wicking material), to assist with temperature regulation for those experiencing symptoms of peri-menopause and menopause, as well as other health conditions.



³ Facts and Figures, Carers UK, www.carersuk.org, 3.2.22

⁴ Flexible working for working carers, CIPD, www.cipd.co.uk, 24.7.20

⁵ As above

About this audit- calculations

This is the fifth 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 2021.

The gender bonus gap information is based on the bonus data taken from the 1 April 2020 to 31 March 2021.

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.

