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St Albans City & District Council: Equal Pay Review



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Contents

Part 1: Introduction and background to the Council	1
1 Introduction	1
2 Scope	1
3 Methodology	1
4 Data source and limitations	2
5 Job evaluation	2
6 Introduction to analyses of base pay	4
7 Gender profile for the Council	5
8 Base pay analysis by gender	6
9 Age profile for the Council	9
10 Base pay analysis by age	10
11 Disability profile for the Council	16
12 Base pay analysis by disability	17
13 Marital Status profile for the Council	19
14 Base Pay analysis by marital status	20
15 Sexuality profile for the Council	23
16 Base Pay analysis by sexuality status	24
17 Religious belief profile for the Council	26
18 Base Pay analysis by religious belief status	27
19 Pay structure and pay progression	31
Part 3: Summary	33
20 Summary of findings and recommendations	33
Part 4: Appendices	34
Appendix A: Equality and Human Rights Commission 5-Step Equal Pay Review Model	35
Appendix B: Pay Grade Structure –Senior Officers (2015-2016)	36
Appendix C: Pay Grade Structure – Below Head of Service (2015-2016)	37
Appendix D: Base pay analysis by grade and age	39
Appendix E: Base pay analysis by grade and disability status	40
Appendix F: Base pay analysis by grade and marital status	41
Appendix G: Base pay analysis by grade and sexuality status	42

Appendix H: Base pay analysis by grade and religious belief 43

Part 1: Introduction and background to the Council

1 Introduction

- 1.1 Project HR Consultants Limited was commissioned to carry out an equal pay review for St Albans City & District Council (the 'Council').
- 1.2 The purpose of an equal pay review is to determine whether there are any significant average differences in pay within the protected characteristic 'gender'. The Council has also requested the protected characteristics of age, disability, marital status, sexuality and religious belief are included in the review.

2 Scope

- 2.1 This equal pay review covers the pay arrangements for all Council's employees in the following employee groups:
 - Chief Executive
 - Chief Officers
 - Heads of Service
 - All other Employees

3 Methodology

- 3.1 The review has been conducted by following the Equality and Human Rights Commission (EHRC) 5-Step Equal Pay Review model. A summary of the process is shown at Appendix A.
- 3.2 The EHRC guidance adopts the 'mean' (average) calculation to carry out statistical analyses of women's and men's pay. The guidance says as a general rule any differences of 5% or more or patterns of differences of 3% or more will require investigation and explanation. In this report this has been illustrated using colour-coding in the analyses. Where the difference is greater than +/-3% but less than +/-5%, the record has been colour-coded 'amber' and where the difference is greater than +/-5%, the record has been colour-coded 'red'.
- 3.3 However, it should be noted that an employee (or former employee) may bring a claim to an employment tribunal for unequal pay even though they have not been identified through a 3% or 5% gender pay gap analysis. The purpose of an equal pay review is to identify possible provisions, criteria or practices within an organisation that may be causing unequal pay; it is not to identify individual employees.
- 3.4 To enable the Council to compare its overall gender pay gap to the overall national gender pay gap published by the Office for National Statistics (ONS), the 'median' calculation has also been used for women's and men's pay.
- 3.5 As the Council has a relatively small workforce, future changes to the workforce, such as starters, leavers, job changes, increases in age and incremental progression may have an impact on the statistical analyses which may result in new, changed or eliminated significant differences.

4 Data source and limitations

- 4.1 The Council provided data in August 2015, which reflected the grade and salaries of employees at that time. The data included base salary and the protected characteristics noted above for a snapshot period in time.
- 4.2 The analyses of base pay are based on all employees described in paragraph 2.1 in post in August 2015. Employees may have changed job or working arrangements since the data was submitted.
- 4.3 The equal pay analysis has been carried out based on the job and grade information provided and this is assumed to be up to date and accurate.

5 Job evaluation

- 5.1 Job evaluation is a means of establishing a robust and defensible rank order of jobs within an organisation. It measures the relative worth of jobs within an organisation and it is this that is of paramount importance and not necessarily the absolute score achieved by each job.
- 5.2 An analytical points-factor based job evaluation scheme provides an organisation with the cornerstone for equal pay defence. Without such a scheme employers cannot objectively justify their grading structures and rates of pay.
- 5.3 In order to provide the most robust defence and to get the best results from a job evaluation exercise two factors are important. Firstly the scheme chosen should be appropriate for the range of jobs in the organisation. Secondly, the process used to evaluate jobs must be fair, consistent and non-discriminatory.

Chief Executive and Chief Officers

- 5.4 The Council uses a bespoke, analytical and points-factor job evaluation scheme, developed by Project HR Consultants Limited, to determine the pay relativities for the Council's three most senior officers.
- 5.5 The scheme reflects the level and content of the senior officer roles. Each job at this level has a unique job description which is assessed against the factors in the scheme to determine the appropriate grade.

Grading process for Chief Executive and Chief Officers jobs

- 5.6 The job descriptions for the chief executive and chief officer jobs were evaluated by an independent consultant from Project HR Consultants Limited.

Employees including Heads of Service

- 5.7 The Council has developed and implemented a job family framework to aid the grading of jobs in the organisation. The job family framework is underpinned by the NJC job evaluation scheme. This is a well established, 'tried and tested', analytical points-factor job evaluation scheme that is widely used in the public sector.
- 5.8 Each generic profile is built around the 13 factors of the NJC job evaluation scheme and each profile has been evaluated using the scheme. The different profiles reflect the different levels and balance of the factors in the job evaluation scheme that different types of jobs have within the Council.
- 5.9 There is one job family for jobs at Head of Service level that relates to one grade.

- 5.10 For jobs at PO level a job family was developed that relates to five grades (PO 1 to 5) in three broad levels. The three levels are:
- PO Team (Management Grade 1 and 2)
 - PO Operational (Management Grade 3 and 4)
 - PO Strategic (Management Grade 5)
- 5.11 For jobs below Management Grades, Grades 2 to 6, three job families were created, each with five levels. These are:
- Technical and Professional Services
 - Community Support and Delivery
 - Direct Service Delivery.
- 5.12 The use of generic role profiles enables the Council to:
- produce consistent role specific information
 - grade jobs faster than evaluating each role separately
 - grade jobs more consistently than using JE panels.

Grading process for all roles

- 5.13 As part of the Council's restructuring process a new structure along with new job descriptions and person specifications were developed for all service areas. Senior managers were able to use the generic profiles as a starting point for designing their structures, writing the detailed job descriptions and person specifications required.
- 5.14 The new job descriptions and person specifications were matched to the job family framework by an independent consultant from Project HR Consultants Limited and trained Council HR officers. This process was carried out on a 'best fit' basis. This means that if the majority of the responsibilities, knowledge, skills etc matched, say, level 2, then the job was matched at Level 2. If they more closely matched another level then this level was chosen.
- 5.15 Following the initial matching process a moderation exercise was carried out to ensure that a consistent set of results had been achieved. This included both a vertical and horizontal check across grades and services to ensure that jobs in different service areas were consistently graded.

Summary

- 5.16 In summary, the Council's pay structures are underpinned by analytical, points-factor job evaluation schemes. Senior officer jobs have unique job descriptions that are individually evaluated using a bespoke scheme. Each job at Head of Service level and below has been individually assessed against the Council's job family framework, which is underpinned by the NJC job evaluation scheme, and placed in the appropriate level for the work carried out.

Part 2: Analyses of base pay

6 Introduction to analyses of base pay

- 6.1 This section of the report contains an assessment of the Council's base pay arrangement on the protected characteristics noted above.
- 6.2 The purpose of the analyses is to determine whether there are significant average differences in base pay between employees with different characteristics.
- 6.3 The analyses do not include any additions to base pay, such as an honoraria payment, market supplement, Outer London Fringe Allowance, unsociable hours payments, etc.
- 6.4 The EHRC principles have been followed for this section of the analysis, which are as a general rule any differences in pay of 5% or more or patterns of differences of 3% or more will require investigation and explanation. This has been illustrated using colour-coding in the analysis. Where the difference is greater than +/-3% but less than +/-5%, the record has been colour-coded 'amber' and where the difference is greater than +/-5%, the record has been colour-coded 'red'.

7 Gender profile for the Council

7.1 The gender distribution for the Council has been analysed and the outcomes are shown in the tables below:

Whole workforce

Gender	No	%
Women	217	59%
Men	148	41%
Total	365	100%

Grade	F	F%	M	M%	T	T%
Chief Executive	0	0%	1	0%	1	0%
Local Chief Officer 2	0	0%	1	0%	1	0%
Local Chief Officer 1	0	0%	1	0%	1	0%
Local Head Of Service	3	1%	1	0%	4	1%
Management Grade 5	7	2%	8	2%	15	4%
Management Grade 4	2	1%	3	1%	5	1%
Management Grade 3	15	4%	14	4%	29	8%
Management Grade 2	24	7%	16	4%	40	11%
Management Grade 1	18	5%	17	5%	35	10%
Grade 6	35	10%	22	6%	56	15%
Grade 5	40	11%	24	7%	64	18%
Grade 4	48	13%	15	4%	63	17%
Grade 3	24	7%	10	3%	34	9%
Grade 2	1	0%	15	4%	16	4%
Total	217	60%	148	40%	365	100%

7.2 The above analyses show there are 364 employees included in the review; 217 (60%) are female employees and 148 (40%) are male.

7.3 Statistical analysis of the base pay arrangements by employee gender is given in section 8.

8 Base pay analysis by gender

8.1 This section of the report analyses the base pay for the Council's employees.

Median gender pay gap

8.2 The median gender pay difference for all Council employees is shown in the table below:

Gender	Employees No	Overall
Women	217	£25,440
Men	147	£29,152
Difference (£)		-£3,712
Difference (%)		14.6%

8.3 The 2014 national median gender pay differences for both full time and part time employees across all sectors was 19.1%.

8.4 The above analysis shows that the Council's median gender pay gap of 14.6% is below the national median gender pay gap of 19.1%. The actual pay gap in the Council has reduced from £3,990 (16%) in the 2012 equal pay review to £3,712 (14.6%) in this review.

Average gender pay gap

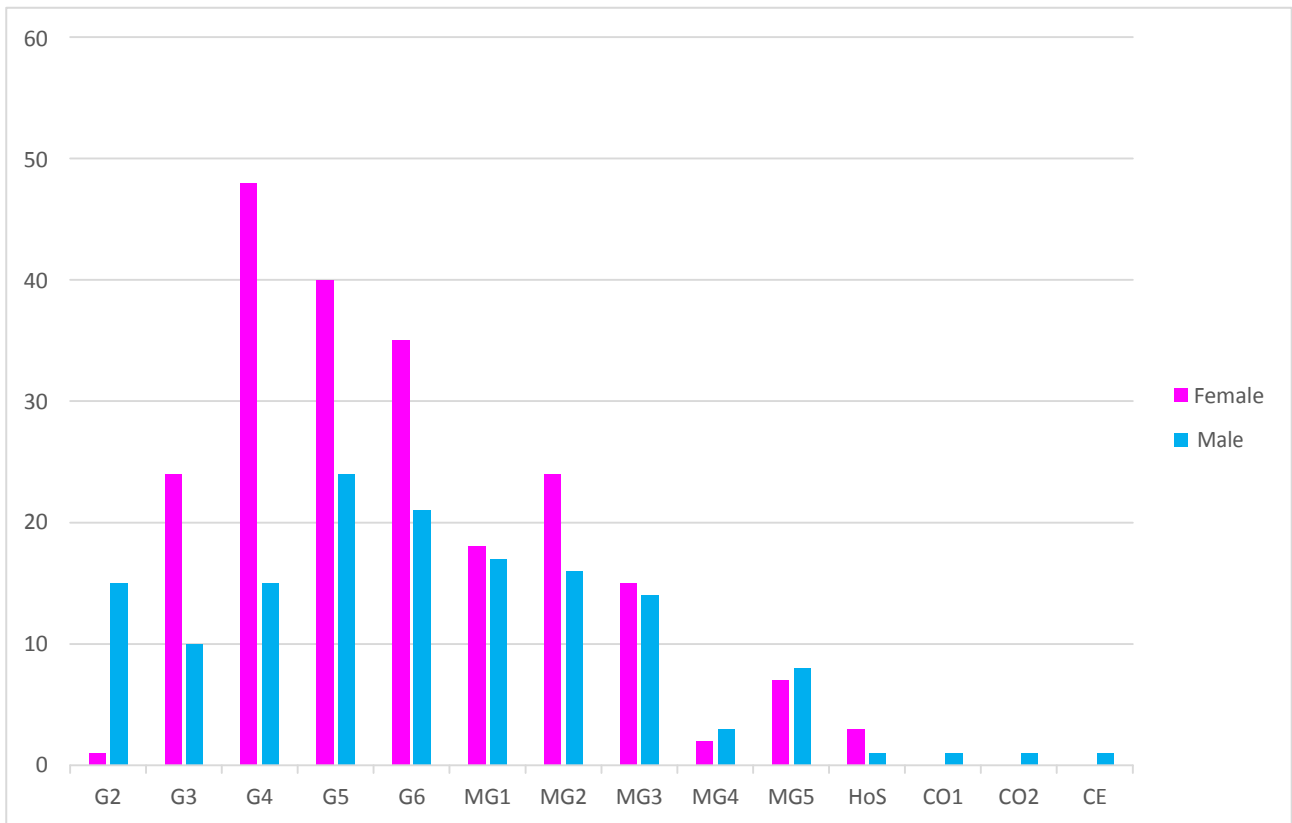
8.5 The analysis of base pay continues using the 'mean' statistical calculation. The overall averages for base pay are shown in the table below.

Gender	Employees No	Overall
Women	217	£28,340
Men	147	£30,616
Difference (£)		-£2,276
Difference (%)		8.0%

8.6 The above analysis of the average pay of men and women identified an overall pay gap of 8%. This is a reduction from 13.5% in 2012. The average pay gap was explored further by examining the distribution of men and women across the Council by grade.

Distribution of men and women by grade

8.7 The distribution of gender by grade for the new pay arrangements is shown in the chart below:



8.8 The above analysis identified that the majority of women are employed in grades up to Grade 6 and this therefore drives the Council’s average pay gap; the majority of workforce is female and the majority of female employees are in the lower grades of the pay structure.

8.9 The Council may want to review its employment practices to ensure continued opportunities for women who wish to progress their careers are able to do so in a supportive employment environment. This may go some way to closing the gender pay gap. Best practice areas to regularly review are:

- recruitment and promotion, eg recruitment processes, job requirements, appraisal system, gender-balance recruitment panels, implementing a mentoring scheme
- training, eg talent management, succession planning, individual training to support career development, equality training
- work-life balance, eg reducing any long-hours culture, flexible working available for all grades, accessible, clear communication

8.10 The average pay gap is explored further by grade and the tables below show the average base pay for women and men in each grade:

Average base pay analysis:

Grade	F #	M #	F Ave pay	M Ave pay	F pay as % of male pay
Chief Executive		1		100,000	0.0%
Local Chief Officer 2		1		84,446	0.0%
Local Chief Officer 1		1		76,420	0.0%
Local Head Of Service	3	1	68,372	69,794	98.0%
Management Grade 5	7	8	49,297	49,637	99.3%

Grade	F #	M #	F Ave pay	M Ave pay	F pay as % of male pay
Management Grade 4	2	3	43,404	44,455	97.6%
Management Grade 3	15	14	40,337	40,411	99.8%
Management Grade 2	24	16	36,234	36,232	100.0%
Management Grade 1	18	17	32,613	32,591	100.1%
Grade 6	35	22	28,580	28,742	99.4%
Grade 5	40	24	24,725	24,771	99.8%
Grade 4	48	15	21,838	21,724	100.5%
Grade 3	24	10	19,315	18,993	101.7%
Grade 2	1	15	17,372	17,086	101.7%
Total	217	148	28,340	30,616	

- 8.11 The analysis has not highlighted any grades where there is a significant difference of greater than +/-3% or greater than +/-5% in the average pay between men and women. It is usual to have none or very few significant pay differences following the implementation of a new pay and grading structure that is underpinned by a job evaluation scheme.
- 8.12 To ensure that the Council's pay and grading arrangements remain robust and defensible, the Council is advised to ensure that fair, consistent and equitable decisions are made about starting salaries when appointing new employees, internal transfers and promotions to ensure no historical pay anomalies are perpetuated through the new appointment. Personal files should contain a detailed record of the reason for the starting salary in case of any subsequent query or challenge.
- 8.13 There are some grades with relatively small numbers of employees; the positioning of just one employee in the grade can therefore create a significant difference in pay. This is more noticeable at the top three grades in the Council. The outcome of a future equal pay review could be different due to starters, leavers, job changes and incremental progression.

Summary

- 8.14 In summary, the analyses identified the Council's 14.6% median gender pay gap, which is below the national median gender pay gap of 19.1%. An 8% average pay gap was identified between male and female employees. As the majority of workforce is female and the majority of female employees are in the lower grades of the pay structure, this drives the average gender pay gap. The Council may wish to review its employment environment to encourage and support women into the three higher graded roles when opportunities arise, as a means to close the gender pay gap. In 2012 there was one grade where there was a significant difference of +/-5% between the pay of women and men but now there are no grades that show a significant difference.

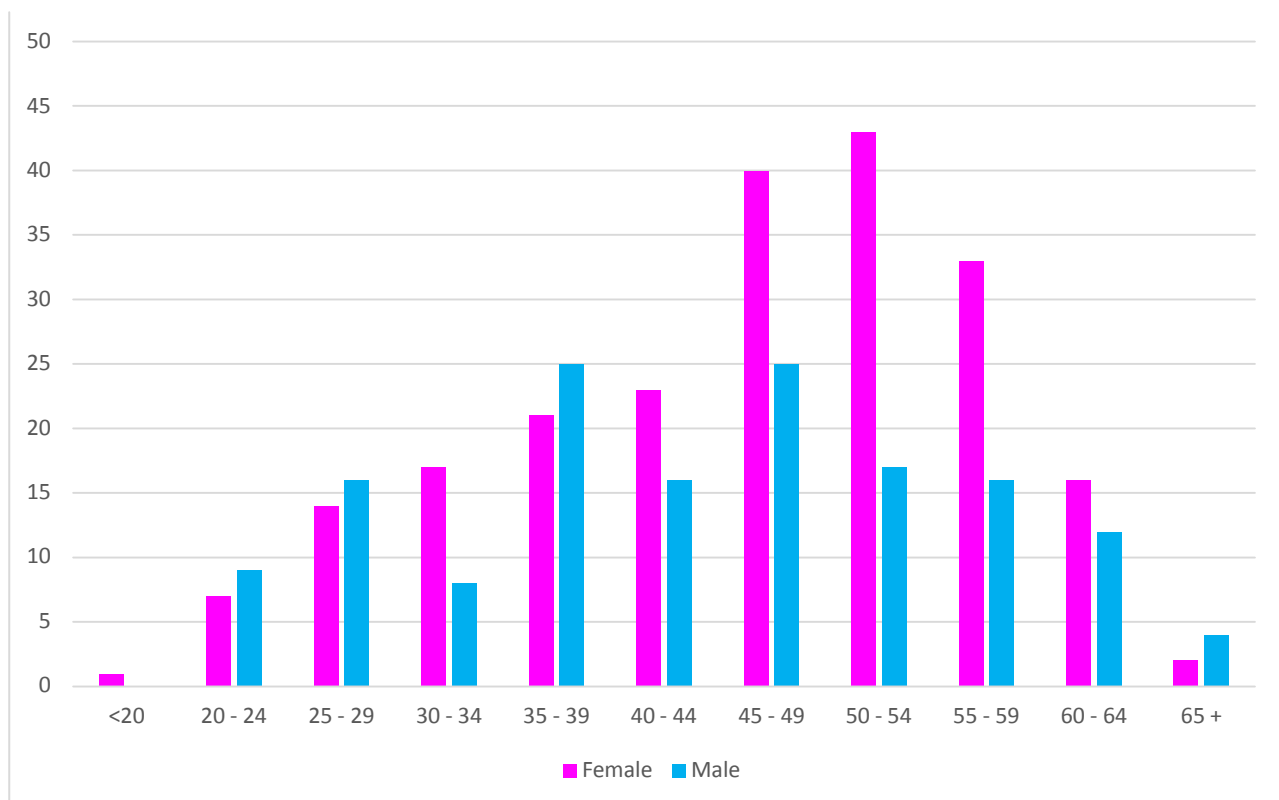
9 Age profile for the Council

9.1 The age profile for the Council has been analysed using five-year intervals from the age of 20 to 65 years; ages below 20 are grouped together. The table below shows the distribution of the Council's employees by age and gender:

Distribution of men and women by age and gender

Age Range	F #	F %	M #	M %	Total #	Total %
16 - 19	1	0%		0%	1	0%
20 - 24	7	2%	9	2%	16	4%
25 - 29	14	4%	16	4%	30	8%
30 - 34	17	5%	8	2%	25	7%
35 - 39	21	6%	25	7%	46	13%
40 - 44	23	6%	16	4%	39	11%
45 - 49	40	11%	25	7%	65	18%
50 - 54	43	12%	17	5%	60	16%
55 - 59	33	9%	16	4%	49	13%
60 - 64	16	4%	12	3%	28	8%
65 +	2	1%	4	1%	6	2%
Total	217	59%	148	41%	365	100%

9.2 The chart below also shows graphically the distribution of employees by age and gender:



9.3 Statistical analysis of the base pay arrangements by employee age is given in section 10.

10 Base pay analysis by age

- 10.1 This section of the report contains an assessment of the base pay arrangements for the Council's employees by the protected characteristic 'age'.
- 10.2 The EHRC principles have been broadly followed for this section of the analysis, which are as a general rule any differences in pay of 5% or more or patterns of differences of 3% or more will require investigation and explanation. This has been illustrated using colour-coding in the analysis. Where the difference is greater than +/-3% but less than +/-5%, the record has been colour-coded 'amber' and where the difference is greater than +/-5%, the record has been colour-coded 'red'.
- 10.3 A full analysis of age by grade is shown at Appendix D. The analysis shows the average pay in each age category for each grade in scope of the base pay analysis. The information is presented as a percentage of the average for the whole population of the grade.
- 10.4 For example, Management Grade 5, employees in the age range 35 -39 years received 96.9% of the average pay of all employees in Management Grade 5 creating a 3.1% pay gap. This has been calculated as follows:
- take the average pay of all employees in Management Grade 5 regardless of age: £49,478
 - take the average pay of employees in Management Grade 5 in the age category 35 - 39 years: £47,934
 - calculate the percentage difference between the two average salaries:
 - $47,934 / 49,478 \times 100 = 96.9\%$
 - $100\% - 96.9\% = 3.1\%$ pay gap
 - As the percentage difference is greater than +/-3% but less than +/-5%, the record has been colour-coded amber and is explored in further detail below.
- 10.5 The base pay analysis by age identified:
- three grades (colour-coded red) where there are differences of +/-5% or more in the average pay between age groups:
 - Grade 6
 - Grade 5
 - Grade 2
 - six grades (colour-coded amber) where there are differences +/-3%<5% average pay difference between age groups:
 - Management Grade 5
 - Management Grade 2
 - Management Grade 1
 - Grade 4
 - Grade 3
 - Grade 2

10.6 Further analysis into these differences has been carried out as follows:

a) Management Grade 5

10.7 There are 15 employees in Management Grade 5 and the significant pay difference identified is:

35 – 39 years: 96.9%

10.8 The distribution of employees by SCP and age group within the grade is shown in the table below:

Age Group	54	55	56	57	Total
35 - 39	1	1			2
40 - 44	1			3	4
50 - 54	1		1	4	6
55 - 59				2	2
60 - 64				1	1
Total	3	1	1	10	15

10.9 The above analysis shows there are two new employees in the age group 35 - 39 years and these employees are paid at SCP 54 and 55. When compared to other age groups within the grade these two employees are paid towards the bottom whereas others are paid more towards the top of the grade. Both employees have a start of 2014 compared to others who have earlier start dates. This is the reason for the average lower pay for this age group when compared to the other age groups. The pay gap will close as the employee’s progress through the grade.

b) Management Grade 2

10.10 There are 40 employees in Management Grade 2 and the significant pay difference identified is:

60 - 64 years: 103.4%

65 + years: 103.4%

10.11 The distribution of employees by SCP and age group within the grade is shown in the table below:

Age Group	39	40	41	42	43	Total
30 - 34		1			2	3
35 - 39	3			2	4	9
40 - 44	1				3	4
45 - 49	3	2	2		2	9
50 - 54		1	3	1	4	9
55 - 59				2	2	4
60 - 64					1	1
65 +					1	1
Total	7	4	5	5	19	40

10.12 The above analysis shows there is one employee in the age group 60 - 64 years and one employee in the age group 65+ years. Other age groups are more evenly spread throughout the pay range. This is the reason for the average higher pay for this age group

when compared to the other age groups. The pay gap should close as the employee mix in the grade changes with starters, leavers and employee progression.

c) Management Grade 1

10.13 There are 35 employees in Management Grade 1 and the significant pay differences identified are:

20 - 24 years: 95.0%
 40 - 44 years 103.8%
 55 - 59 years: 103.2%
 60 – 64 years: 103.8%
 65+ years: 103.8%

10.14 The distribution of employees by SCP and age group within the grade is shown in the table below:

Age Group	35	36	37	38	39	Total
20 - 24		2				2
30 - 34	2	1	1		2	6
35 - 39		1		3	3	7
40 - 44					1	1
45 - 49		1	3	1	1	6
50 - 54	1	1		2		4
55 - 59				1	4	5
60 - 64					3	3
65 +					1	1
Total	3	6	4	7	15	35

10.15 The above analysis shows that it is the distribution of employees within the grade that causes the slight variations in pay for particular age groups compared to the overall average for the grade. Essentially the analysis is showing that older workers tend to be paid more towards the top of the pay range and younger workers more towards the bottom. As the council uses time served progression this is to be expected. The variances identified are only very slightly above the +/-3% tolerance.

d) Grade 6

10.16 There are 56 employees in Grade 6 and the significant pay differences identified are:

20 – 24 years: 94.6%
 25 - 29 years: 94.2%

10.17 The distribution of employees by SCP and age group within the grade is shown in the table below:

Age Group	30	31	32	33	34	Total
20 - 24	1		1			2
25 - 29	3	1	2			6
30 - 34			2	1		3
35 - 39	2			1	4	7
40 - 44		1	1		6	8
45 - 49			1	1	7	9

Age Group	30	31	32	33	34	Total
50 - 54		1	1	1	8	11
55 - 59		1	1	1	5	8
60 - 64	1				1	2
Total	7	4	9	5	31	56

10.18 The above analysis shows that it is the distribution of employees within the grade that causes the variations in pay for particular age groups compared to the overall average for the grade. Essentially the analysis is showing that older workers tend to be paid more towards the top of the pay range and younger workers more towards the bottom. As the council uses time served progression this is to be expected. The variances identified are only very slightly above the +/-5% tolerance.

e) Grade 5

10.19 There are 64 employees in Grade 5 and the significant pay differences identified are:

< 20 years: 92.7%

10.20 The distribution of employees by SCP and age group within the grade is shown in the table below:

Age Group	26	27	28	29	Total
< 20	1				1
20 - 24				1	1
25 - 29	3	4	3	3	13
30 - 34			1	4	5
35 - 39		2	1	3	6
40 - 44		1	1	6	8
45 - 49	1	1	2	6	10
50 - 54	1		1	3	5
55 - 59		4		6	10
60 - 64				4	4
65 +				1	1
Total	6	12	9	37	64

10.21 The above analysis shows that it is the distribution of employees within the grade that causes the variations in pay for particular age groups compared to the overall average for the grade. Essentially the analysis is showing that older workers tend to be paid more towards the top of the pay range and younger workers more towards the bottom. As the council uses time served progression this is to be expected. The variances identified are above the +/-5% tolerance but this gap should close as the employee mix in the grade changes with starters, leavers and employee progression.

f) Grade 4

10.22 There are 63 employees in Grade 4 and the significant pay differences identified are:

20 - 24 years: 95.8%

10.23 The distribution of employees by SCP and age group within the grade is shown in the table below:

Age Group	22	23	24	25	Total
20 - 24	4	2		2	8
25 - 29		2		2	4
30 - 34			1	5	6
35 - 39		1	1	3	5
40 - 44			1	6	7
45 - 49	1		2	9	12
50 - 54	1		1	8	10
55 - 59	1			6	7
60 - 64				3	3
65 +			1		1
Total	7	5	7	44	63

10.24 The above analysis shows that it is the distribution of employees within the grade that causes the variations in pay for particular age groups compared to the overall average for the grade. Essentially the analysis is showing that older workers tend to be paid more towards the top of the pay range and younger workers more towards the bottom. As the council uses time served progression this is to be expected. The variances identified are only just above the +/-3% tolerance but this gap should close as the employee mix in the grade changes with starters, leavers and employee progression.

g) Grade 3

10.25 There are 34 employees in Grade 3 and the significant pay differences identified are:

- 20 - 24 years: 95.6%
- 25 - 29 years: 96.5%

10.26 The distribution of employees by SCP and age group within the grade is shown in the table below:

Age Group	18	19	20	21	Total
20 - 24		1			1
25 - 29	1	2		1	4
35 - 39				4	4
40 - 44				2	2
45 - 49		1	1	2	4
50 - 54		3		1	4
55 - 59		1	1	2	4
60 - 64	1			8	9
65 +		1		1	2
Total	2	9	2	21	34

10.27 The above analysis shows that it is the distribution of employees within the grade that causes the variations in pay for particular age groups compared to the overall average for the grade. Essentially the analysis is showing that older workers tend to be paid more towards the top of the pay range and younger workers more towards the bottom. As the council uses time served progression this is to be expected. The variances identified are only just above the +/-3% tolerance but this pay gap should close as the employee mix in the grade changes with starters, leavers and employee progression.

h) Grade 2

10.28 There are 16 employees in Grade 2 and the significant pay differences identified are:

40 – 44 years: 94.9%

10.29 The distribution of employees by SCP and age group within the grade is shown in the table below:

Age Group	14	15	16	17	Total
20 - 24				2	2
25 - 29				1	1
35 - 39	1		1	2	4
40 - 44	1				1
45 - 49				4	4
50 - 54		1			1
55 - 59				1	1
60 - 64		1		1	2
Total	2	2	1	11	16

10.30 The above analysis shows that it is the distribution of employees within the grade that causes the variations in pay for particular age groups compared to the overall average for the grade. Essentially the analysis is showing that older workers tend to be paid more towards the top of the pay range and younger workers more towards the bottom. As the council uses time served progression this is to be expected. The variances identified are only just above the +/-5% tolerance (hence amber) but this gap should close as the employee mix in the grade changes with starters, leavers and employee progression.

Summary

10.31 In summary, there were 16 occasions of significant differences within different age groups and each of these was investigated. It was found that the reasons for the differences in pay were due to the distribution of employees within the grade. Generally, older workers were paid more than younger workers in each grade. However, given the council's policy on starting salaries is generally at grade minimum and progression is time-served it stands to reason that older workers will be paid more than younger workers in each grade. This is born out in appendix D where percentages for younger age groups tend to be less than 100% and percentages for older workers tend to be more than 100%.

11 Disability profile for the Council

- 11.1 The disability profile for the Council has been analysed. Where the disability status of an employee is not known or the employee has chosen not to disclose this personal information, these have been categorised as 'Not Disclosed'. The table below shows the distribution of the Council's employees by disability status:

Distribution of employees by disability status

Disability Status	No	%
Not Disabled	193	53%
Disabled	22	6%
Not Disclosed	150	41%
Total	365	100%

- 11.2 The table below shows the distribution of the employee group by employees who have disclosed themselves as having a disability and grade:

Grade	Disabled	Disabled %
Grade 2	1	5%
Grade 3	1	5%
Grade 4	4	18%
Grade 5	3	14%
Grade 6	4	18%
Management Grade 1	3	14%
Management Grade 2	3	14%
Management Grade 3	2	9%
Management Grade 5	1	5%
Total	22	100%

- 11.3 Statistical analysis of the base pay arrangements by employee disability status is given in section 12.

12 Base pay analysis by disability

- 12.1 This section of the report contains an assessment of the base pay arrangements for the employee group by the protected characteristic 'disability'.
- 12.2 The EHRC principles have been broadly followed for this section of the analysis, which are as a general rule any differences in pay of 5% or more or patterns of differences of 3% or more will require investigation and explanation. This has been illustrated using colour-coding in the analysis. Where the difference is greater than +/-3% but less than +/-5%, the record has been colour-coded 'amber' and the where the difference is greater than +/-5%, the record has been colour-coded 'red'.
- 12.3 A full analysis of disability by grade is shown at Appendix E. The analysis shows the average pay for each disability status for each grade in scope of the base pay analysis. The information is presented as a percentage of the average pay for employees in the grade who do not have a disability.
- 12.4 For example, in grade Management Grade 1, employees who have disclosed themselves as having a disability received 103.8% of the average pay of employees who disclosed themselves as not having a disability creating a 3.8% pay gap. This has been calculated as follows:
- take the average pay of employees in Management Grade 1 who are 'Not Disabled': £32,602
 - take the average pay of employees in Management Grade 1 who are 'Disabled': £33,857
 - calculate the percentage difference between the two average salaries:
 - $33,857 / 32,602 \times 100 = 103.8\%$
 - $103.8\% - 100.0\% = 3.8\%$ pay gap
 - As the percentage difference is greater than +/-3% but less than +/-5%, the record has been colour-coded amber and is explored in further detail below.
- 12.5 The analysis identified:
- one grade (colour-coded red) where there is a difference of +/-5+% in the average pay between the groups: Grade 3
 - One grade (colour-coded amber) where there are difference +/-3%<5% average pay difference between the groups: Management Grade 1
- 12.6 Further analysis into these differences has been carried out as follows:
- a) Grade 3**
- 12.7 There are 34 employees in Grade 3 and the significant pay difference identified is:
Disabled: 92.2%
- 12.8 The distribution of employees by SCP and disability status within the grade is shown in the table below:

Disability Status	18	19	20	21	Total
No	1	6	1	14	22
Unknown		3	1	7	11
Yes	1				1
Total	2	9	2	21	34

12.9 The above analysis shows one disabled employee on the first SCP of the grade. As they are on the first point of the grade and the majority of employees in the grade are on the maximum point a significant difference has been calculated. The start date for this employee is showing as 1/4/2014.

b) Management Grade 1

12.10 There are 35 employees in grade Management Grade 1 and the significant pay difference identified is:

Disabled: 103.8%

12.11 The distribution of employees by SCP and disability status within the grade is shown in the table below:

Disability Status	35	36	37	38	39	Total
No	3	4	2	3	6	18
Unknown		2	2	4	6	14
Yes					3	3
Total	3	6	4	7	15	35

12.12 The above analysis shows there are three employees with a disability in this grade and all three are paid at the maximum of the grade. The average pay for the grade is lower than the maximum and this is why the analysis has identified these three employees. All three have been employed by the council for some time which explains why they are on the grade maximum. The difference is only very slightly above the first threshold of +/-3%.

Summary

12.13 In summary, there were two occasions of significant differences; both were within the disability status 'Disabled'. It was found that the reasons for the differences in pay were due to the distribution of employees within the grade. It was noted that in the previous equal pay review there were four instances, which have now decreased to two.

13 Marital Status profile for the Council

13.1 The marital status profile for the Council has been analysed. The table below shows the distribution of the Council's employees by marital status:

Distribution of employees by marital status

Marital Status	No	%
DIVORCED	16	4%
MARRIED	121	33%
PARTNERED	19	5%
SEPARATED	3	1%
SINGLE	60	16%
Unknown	141	39%
WIDOWED	5	1%
Total	365	100%

13.2 Statistical analysis of the base pay arrangements by employee marital status is given in section 14.

14 Base Pay analysis by marital status

- 14.1 This section of the report contains an assessment of the base pay arrangements for the employee group by the protected characteristic 'marital status'.
- 14.2 The EHRC principles have been broadly followed for this section of the analysis, which are as a general rule any differences in pay of 5% or more or patterns of differences of 3% or more will require investigation and explanation. This has been illustrated using colour-coding in the analysis. Where the difference is greater than +/-3% but less than +/-5%, the record has been colour-coded 'amber' and where the difference is greater than +/-5%, the record has been colour-coded 'red'.
- 14.3 A full analysis of marital status by grade is shown at Appendix F. The analysis shows the average pay for each marital status for each grade in scope of the base pay analysis. The information is presented as a percentage of the average pay of all employees in the grade.
- 14.4 For example, in Management Grade 2, separated employees received 93.4% of the average pay of all employees in the grade creating a 6.6% pay gap. This has been calculated as follows:
- take the average pay of employees in Management Grade 2: £36,233
 - take the average pay of employees in Management Grade 2 who are 'separated': £33,857
 - calculate the percentage difference between the two average salaries:
 - $33,857 / 36,233 \times 100 = 93.4\%$
 - $100\% - 93.4\% = 6.6\%$ pay gap
 - As the percentage difference is greater than +/-5%, the record has been colour-coded red and is explored in further detail below.
- 14.5 The analysis identified:
- one grade (colour-coded red) where there is a difference of +/-5% in the average pay between the groups: Management Grade 2
 - two grades (colour-coded amber) where there are differences of +/-3% < 5% average pay difference between the groups: Grade 4 and Grade 3
- 14.6 Further analysis into these differences has been carried out as follows:
- a) Management Grade 2**
- 14.7 There are 40 employees in Management Grade 2 and the significant pay difference identified is:
- Separated: 93.4%
- 14.8 The distribution of employees by SCP and disability status within the grade is shown in the table below:

Marital Status	39	40	41	42	43	Total
MARRIED	3	2	3	1	9	18
PARTNERED			1			1
SEPARATED	1					1
SINGLE			1	1	3	5
Unknown	3	2		3	7	15
Total	7	4	5	5	19	40

14.9 The above analysis shows one 'separated' employee on the first SCP of the grade. As they are on the first point of the grade and the majority of employees in the grade are on the maximum point a significant difference has been calculated. The start date for this employee is showing as July 2014.

b) Grade 4

14.10 There are 63 employees in Grade 4 and the significant pay difference identified is:

Partnered: 95.6%

14.11 The distribution of employees by SCP and marital within the grade is shown in the table below:

Marital Status	22	23	24	25	Total
DIVORCED				4	4
MARRIED			1	16	17
PARTNERED		1			1
SINGLE	3	3	1	8	15
Unknown	4	1	4	15	24
WIDOWED			1	1	2
Total	7	5	7	44	63

14.12 The above analysis shows one 'partnered' employee on the second SCP of the grade. As they are on the second point of the grade and the majority of employees in the grade are on the maximum point a significant difference has been calculated. The start date for this employee is showing as June 2014.

c) Grade 3

14.13 There are 34 employees in Grade 3 and the significant pay difference identified is:

Widowed: 95.6%

14.14 The distribution of employees by SCP and disability status within the grade is shown in the table below:

Marital Status	18	19	20	21	Total
DIVORCED				2	2
MARRIED		3	1	9	13
PARTNERED				1	1
SEPARATED				1	1
SINGLE		2		4	6
Unknown	2	3	1	4	10
WIDOWED		1			1
Total	2	9	2	21	34

14.15 The above analysis shows one 'widowed' employee on the second SCP of the grade. As they are on the second point of the grade and the majority of employees in the grade are on the maximum point a significant difference has been calculated. The start date for this employee as a casual was 2009. Casual pay is not aligned to the permanent and fixed

term grading structure. Therefore for the purposes of the Equal Pay Report the difference is noted. However, the individual has now secured a permanent part time role and has accordingly moved into the grading structure.

Summary

- 14.16 In summary, there were three occasions of significant differences. It was found that the reasons for the differences in pay were due to the distribution of employees within the grade. This protected characteristic was not analysed in the previous equal pay review so there is no comparative data.

15 Sexuality profile for the Council

- 15.1 The sexuality profile for the Council has been analysed. The table below shows the distribution of the Council's employees by sexuality status:

Distribution of employees by sexuality status

Sexuality Status	Number	%
Bisexual	1	0.3%
Gay Man	5	1.4%
Gay Woman/Lesbian	1	0.3%
Heterosexual/Straight	177	48.5%
Prefer Not to Say	30	8.2%
Unknown	151	41.4%
Total	365	100.0%

- 15.2 Section 16 contains an analysis of sexuality by base pay and grade.

16 Base Pay analysis by sexuality status

- 16.1 This section of the report contains an assessment of the base pay arrangements for the employee group by the protected characteristic 'sexuality status'.
- 16.2 The EHRC principles have been broadly followed for this section of the analysis, which are as a general rule any differences in pay of 5% or more or patterns of differences of 3% or more will require investigation and explanation. This has been illustrated using colour-coding in the analysis. Where the difference is greater than +/-3% but less than +/-5%, the record has been colour-coded 'amber' and where the difference is greater than +/-5%, the record has been colour-coded 'red'.
- 16.3 A full analysis of sexuality status by grade is shown at Appendix G. The analysis shows the average pay for each sexuality status for each grade in scope of the base pay analysis. The information is presented as a percentage of the average pay of all employees in the grade.
- 16.4 For example, in Grade 4, 'Gay Man' employees received 95.6% of the average pay of all employees in the grade creating a 4.4% pay gap. This has been calculated as follows:
- take the average pay of employees in Grade 4: £21,810
 - take the average pay of employees in Grade 4 who are 'Gay Man': £20,849
 - calculate the percentage difference between the two average salaries:
 - $20,849 / 21,810 \times 100 = 95.6\%$
 - $100\% - 95.6\% = 4.4\%$ pay gap
 - As the percentage difference is greater than +/-3%, the record has been colour-coded amber and is explored in further detail below.
- 16.5 The analysis identified:
- two grades (colour-coded amber) where there are differences +/-3%<5% average pay difference between the groups: Grade 5 and Grade 4
- 16.6 Further analysis into these differences has been carried out as follows:
- a) Grade 5**
- 16.7 There are 64 employees in Grade 5 and the significant pay difference identified is:
Gay Woman/Lesbian: 95.8%
- 16.8 The distribution of employees by SCP and sexuality status within the grade is shown in the table below:

Sexuality Status	26	27	28	29	Total
Bisexual				1	1
Gay Man		1	1	2	4
Gay Woman/Lesbian		1			1
Heterosexual/Straight	2	6	5	19	32
Prefer Not to Say		1		3	4
Unknown	4	3	3	12	22
Total	6	12	9	37	64

- 16.9 The above analysis shows one 'Gay Woman/Lesbian' employee on the second SCP of the grade. As they are on the second point of the grade and the majority of employees in the

grade are on the maximum point a significant difference has been calculated. The start date for this employee is showing as September 2014.

b) Grade 4

16.10 There are 63 employees in Grade 4 and the significant pay difference identified is:

Gay Man: 95.6%

16.11 The distribution of employees by SCP and sexuality status within the grade is shown in the table below:

Sexuality Status	22	23	24	25	Total
Gay Man		1			1
Heterosexual/Straight	3	3	2	25	33
Prefer Not to Say			1	1	2
Unknown	4	1	4	18	27
Total	7	5	7	44	63

16.12 The above analysis shows one ‘Gay Man’ employee on the second SCP of the grade. As they are on the second point of the grade and the majority of employees in the grade are on the maximum point a significant difference has been calculated. The start date for this employee is showing as December 2014.

Summary

16.13 In summary, there were two occasions of significant differences. It was found that the reasons for the differences in pay were due to the distribution of employees within the grade. This protected characteristic was not analysed in the previous equal pay review so there is no comparative data.

17 Religious belief profile for the Council

17.1 The religious belief profile for the Council has been analysed. The table below shows the distribution of the Council's employees by religious belief:

Distribution of employees by religious status

Religious Belief	No	%
Buddhist	2	0.5%
Christian	96	26.3%
Hindu	5	1.4%
Jewish	2	0.5%
Muslim	5	1.4%
No Religion	65	17.8%
Other	5	1.4%
Prefer Not To Say	23	6.3%
Unknown	162	44.4%
Total	365	100.0%

17.2 Section 18 contains an analysis of religious belief by base pay and grade.

18 Base Pay analysis by religious belief status

- 18.1 This section of the report contains an assessment of the base pay arrangements for the employee group by the protected characteristic 'religious belief'.
- 18.2 The EHRC principles have been broadly followed for this section of the analysis, which are as a general rule any differences in pay of 5% or more or patterns of differences of 3% or more will require investigation and explanation. This has been illustrated using colour-coding in the analysis. Where the difference is greater than +/-3% but less than +/-5%, the record has been colour-coded 'amber' and the where the difference is greater than +/-5%, the record has been colour-coded 'red'.
- 18.3 A full analysis of religious belief by grade is shown at Appendix H. The analysis shows the average pay for each religious belief group for each grade in scope of the base pay analysis. The information is presented as a percentage of the average pay of all employees in the grade.
- 18.4 For example, in Grade 6, 'Hindu' employees received 91.8% of the average pay of all employees in the grade creating an 8.2% pay gap. This has been calculated as follows:
- take the average pay of employees in Grade 6: £28,641
 - take the average pay of employees in Grade 6 who are 'Hindu': £26,293
 - calculate the percentage difference between the two average salaries:
 - $26,293 / 28,641 \times 100 = 91.8\%$
 - $100\% - 91.8\% = 8.2\%$ pay gap
 - As the percentage difference is greater than +/-5%, the record has been colour-coded red and is explored in further detail below.
- 18.5 The analysis identified:
- Three grades (colour-coded red) where there is a difference of +/-5%+ in the average pay between the groups: Management Grade 2, Management Group 1 and Grade 6
 - three grades (colour-coded amber) where there are differences of +/-3%<5% average pay difference between the groups: Management Group 1, Grade 5 and Grade 3
- 18.6 Further analysis into these differences has been carried out as follows:
- a) Management Group 2**
- 18.7 There are 40 employees in Grade 5 and the significant pay difference identified is:
Other: 93.4%
- 18.8 The distribution of employees by SCP and religious belief status within the grade is shown in the table below:

Religious belief	39	40	41	42	43	Total
Christian	1	2	2	2	6	13
No Religion	1		2		5	8
Other	1					1
Prefer Not To Say			1		1	2
Unknown	4	2		3	7	16
Total	7	4	5	5	19	40

b) The above analysis shows one 'Other' employee on the first SCP of the grade. As they are on the first point of the grade and the majority of employees in the grade are on the maximum point a significant difference has been calculated. The start date for this employee is showing as 2009. The individual is on a secondment to a higher grade hence they are on the first point, of Management Grade 1

18.9 There are 35 employees in Management Grade 1 and the significant pay difference identified is:

Muslim: 92.6%
Other: 95.0%

18.10 The distribution of employees by SCP and religious belief status within the grade is shown in the table below:

Religious belief	35	36	37	38	39	Total
Christian	2	1		1	6	10
Jewish				1		1
Muslim	1					1
No Religion		1	2	1	2	6
Other		1				1
Prefer Not To Say		1		1	1	3
Unknown		2	2	3	6	13
Total	3	6	4	7	15	35

18.11 The above analysis shows one 'Muslim' employee on the first SCP of the grade. As they are on the first point of the grade and the majority of employees in the grade are on the maximum point a significant difference has been calculated. The start date for this employee is showing as January 2013. The individual has recently been promoted and is on the first point of their grade which accounts for the difference.

18.12 The above analysis also shows one 'Other' employee on the second SCP of the grade. As they are on the second point of the grade and the majority of employees in the grade are on the maximum point a significant difference has been calculated. The start date for this employee is showing as 2003. The individual has recently been promoted and is on the first point of their grade which accounts for the difference.

c) Grade 6

18.13 There are 56 employees in Grade 6 and the significant pay difference identified is:

Hindu: 91.8%

18.14 The distribution of employees by SCP and religious belief status within the grade is shown in the table below:

Religious belief	30	31	32	33	34	Total
Christian	1	1		2	7	11
Hindu	1					1
No Religion	1	2	3	1	5	12
Prefer Not To Say					5	5
Unknown	4	1	6	2	14	27
Total	7	4	9	5	31	56

18.15 The above analysis shows one 'Hindu' employee on the first SCP of the grade. As they are on the first point of the grade and the majority of employees in the grade are on the maximum point a significant difference has been calculated. The start date for this employee is showing as June 2014.

d) Grade 5

18.16 There are 64 employees in Grade 5 and the significant pay difference identified is:

Hindu: 95.8%
Jewish: 95.8%

18.17 The distribution of employees by SCP and religious belief status within the grade is shown in the table below:

Religious belief	26	27	28	29	Total
Christian	2	3	3	13	21
Hindu		1			1
Jewish		1			1
Muslim				2	2
No Religion		2	3	6	11
Prefer Not To Say		3		3	6
Unknown	4	2	3	13	22
Total	6	12	9	37	64

e) The above analysis shows one 'Hindu' employee and one 'Jewish' employee on the second SCP of the grade. As they are on the second point of the grade and the majority of employees in the grade are on the maximum point a significant difference has been calculated. The start date for these employees is showing as 2013 and 2014. One of the employees highlighted is on secondment to a higher grade hence being on the start point. The other employee is on the National Graduate Scheme, which has a defined structure over the two year period, Grade 3.

18.18 There are 34 employees in Grade 3 and the significant pay difference identified is:

Hindu: 95.6%

18.19 The distribution of employees by SCP and religious belief status within the grade is shown in the table below:

Religious belief	18	19	20	21	Total
Buddhist				1	1
Christian	2	3	1	8	14
Hindu		1			1
No Religion				2	2
Other				2	2
Prefer Not To Say		1		2	3
Unknown		4	1	6	11
Total	2	9	2	21	34

18.20 The above analysis shows one 'Hindu' employee on the second SCP of the grade. As they are on the second point of the grade and the majority of employees in the grade are on the maximum point a significant difference has been calculated. The start date for this employee is showing as 2005. The employee is on secondment to a higher grade.

Summary

18.21 In summary, there were seven occasions of significant differences. It was found that the reasons for the differences in pay were due to the distribution of employees within the grade. This protected characteristic was not analysed in the previous equal pay review so there is no comparative data.

19 Pay structure and pay progression

- 19.1 This section of the report describes the Council's pay structure and progression arrangements for the employees under scope of the review.
- 19.2 The pay structures for the Chief Executive, Chief Officers and Heads of Service are shown at Appendix B and the pay structure for all other employees is Appendix C.

Chief Executive

- 19.3 The Chief Executive's salary is a spot rate salary, i.e. it is not within a grade with pay progression opportunities. The salary level was determined by market factors using comparable salaries for Chief Executives of councils of a similar size, type and location. The salary is increased in line with any nationally agreed pay awards agreed by the National Joint Committee for Chief Executives of Local Authorities, provided performance is satisfactory. There has been no increase agreed by the JNC for officers above £99,999 p.a. for some years.

Chief Officers

- 19.4 The salaries for Chief Officers are locally agreed. The salaries are increased in line with any nationally agreed pay awards agreed by the negotiating body NJC for Chief Officers. There are two grades; Chief Officer Grade 1 comprises four increments and Chief Officer Grade 2 comprises five increments, providing for pay progression. As the number of increments allows for less than six years' progression, the grades comply with the age provisions within the Equality Act 2010 (Schedule 9, Part 2).
- 19.5 Employees on these grades are not eligible to receive the Outer London Fringe Allowance or other allowances.
- 19.6 Employees progress through their pay grade subject to satisfactory performance.

Heads of Service

- 19.7 The salaries for Heads of Service are locally agreed. The salaries are increased in line with any nationally agreed pay awards agreed by the negotiating body NJC for Local Government Services. There is one pay grade for Heads of Service which comprises four increments, providing for pay progression. As the number of increments allows for less than six years' progression, the grades comply with the age provisions within the Equality Act 2010 (Schedule 9, Part 2).
- 19.8 Employees on these grades are eligible to receive the Outer London Fringe Allowance and other allowances.
- 19.9 Employees progress through their pay grade subject to satisfactory performance.

All other employees

- 19.10 There are 11 grades for the remaining employees. The pay structure uses the NJC pay spine SCP 10 to 49 and is locally extended to SCP 57; however SCP 52 is not used. The salaries are increased in line with any nationally agreed pay awards agreed by the negotiating body NJC for Local Government Service.
- 19.11 Grades 1 to 5 each comprise four increments and Grade 6 comprises five increments, providing for pay progression. As the number of increments allows for less than six years' progression, the grades comply with the age provisions within the Equality Act 2010 (Schedule 9, Part 2). There is no overlap between the grades.

- 19.12 Grades- Management Grade 1 to Management Grade 5 each comprise five increments, providing for pay progression. As the number of increments allows for less than six years' progression, the grades comply with the age provisions within the Equality Act 2010 (Schedule 9, Part 2). The maximum points in grades Management Grade 1, Management Grade 2 and Management Grade 3 overlap with the next grade in the structure. Grades with one SCP overlap do not present an equal pay risk to the employer, as one SCP overlap between grades cannot create a pay differential.
- 19.13 Employees on these grades are eligible to receive the Outer London Fringe Allowance and other allowances.
- 19.14 Employees progress through their pay grade subject to satisfactory performance. Where performance is exceptional, managers have the discretion to move the employee to a higher SCP in the grade (accelerated increment); however the manager cannot move the employee to a SCP outside of the grade.

Summary

- 19.15 The Council's pay structures form a logical and progressive arrangement that covers all jobs in the organisation from the smallest to the largest. All pay progression is linked to satisfactory performance. There are no grades within the Council with more than five increments and therefore, as the number of increments allows for less than six years' progression, the grades comply with the age provisions within the Equality Act 2010 (Schedule 9, Part 2). There are no overlapping grades that might cause work of equal value claims.

Part 3: Summary

20 Summary of findings and recommendations

- 20.1 The equal pay review did not identify any major concerns on the protected characteristics analysed.
- 20.2 The review included all 365 Council employees and identified a gender profile of 59% women and 41% men.
- 20.3 The Council's median gender pay gap for the whole workforce is 16%; this is less than the national 19.1% gender pay gap (ONS 2014).
- 20.4 The Council's average gender pay gap is 8% and this reflects a greater incidence of men at the higher end of the pay structure. This does not mean that employment or pay practices are flawed; however it is recommended that the Council reviews its practices to ensure that it continues to eliminate any bias and promote fairness.
- 20.5 The Council is advised to ensure that robust and defensible decisions are made and recorded on starting salaries in case of any subsequent query or challenge.
- 20.6 The Council uses analytical, points-factor job evaluation schemes to determine the grade for its jobs. There are no concerns with the application of the schemes.
- 20.7 The Council's pay structures form a logical and progressive arrangement that covers all jobs in the organisation from the smallest to the largest.
- 20.8 The pay progression arrangements for all employees are linked to satisfactory performance.
- 20.9 There are no grades within the Council with more than five increments and therefore, as the number of increments allows for less than six years' progression, the grades comply with the age provisions within the Equality Act 2010 (Schedule 9, Part 2).
- 20.10 There are no overlapping grades that might cause work of equal value claims.

Part 4: Appendices

Appendix A: Equality and Human Rights Commission 5-Step Equal Pay Review Model

Appendix B: Pay Grade Structure –Senior Officers (2011-2012)

Appendix C: Pay Grade Structure – Below Head of Service (2011-2012)

Appendix D: Base pay analysis by grade and age

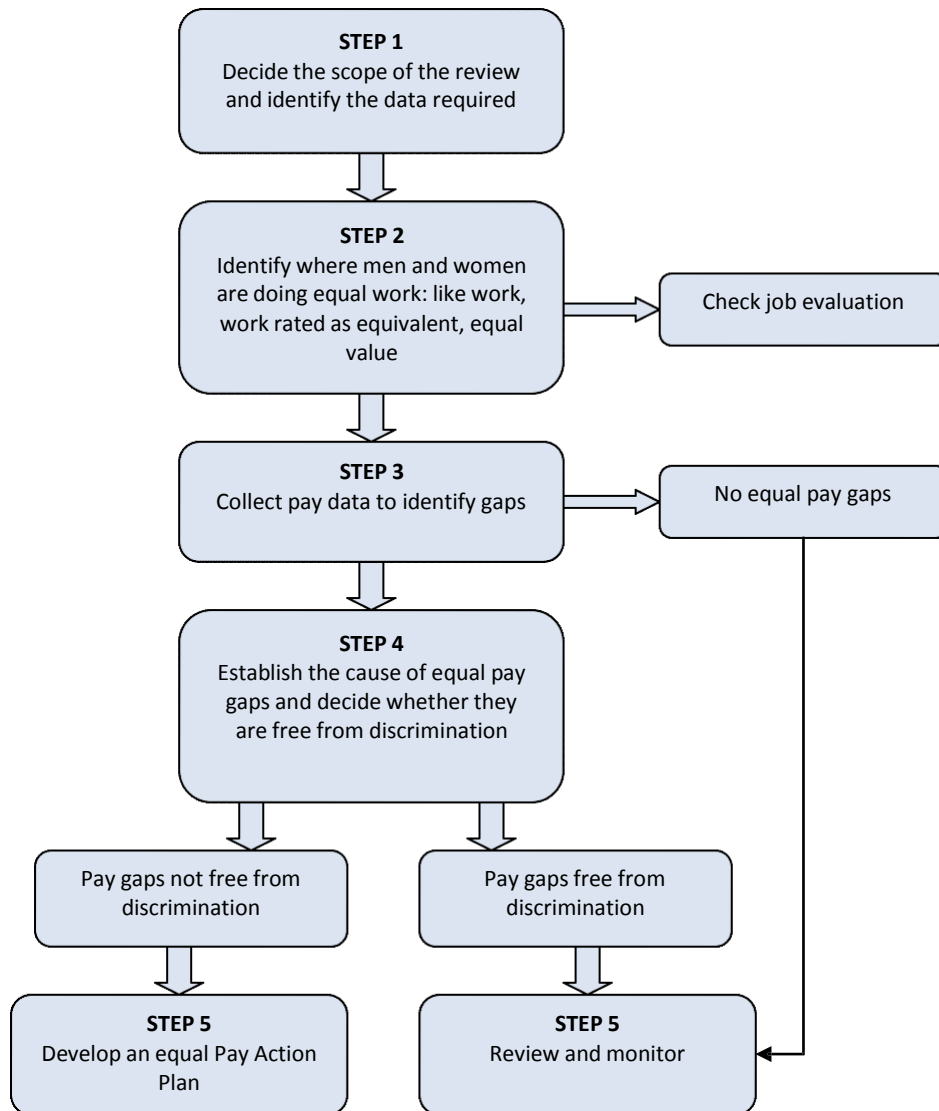
Appendix E: Base pay analysis by grade and disability status

Appendix F: Base pay analysis by grade and marital status

Appendix G: Base pay analysis by grade and sexuality status

Appendix H: Base pay analysis by grade and religious belief status

Appendix A: Equality and Human Rights Commission 5-Step Equal Pay Review Model



Appendix B: Pay Grade Structure –Senior Officers (2015-2016)

TERMS & CONDITIONS	SCP	BASIC SALARY*	GRADES
SPOT RATE			
NJC terms for Chief Executives		*£100,000	LOCAL CHIEF EXECUTIVE GRADE
NJC terms for Chief Officers	DIR5 DIR4 DIR3 DIR2 DIR1	*£84,446 *£82,823 *£81,195 *£79,572 *£77,947	LOCAL CHIEF OFFICER GRADE 2
NJC terms for Chief Officers	CO15 CO14 CO13 CO12	*£76,420 *£74,338 *£72,254 *£70,172	LOCAL CHIEF OFFICER GRADE 1
NJC terms for Local Government Services	72 71 70 69	***£69,794 ***£67,663 ***£65,528 ***£63,393	LOCAL HEADS OF SERVICE GRADE

NOTES

The chief executive's salary is increased in line with national pay award and a discretionary 1% increase to reflect greater experience in the role and excellent performance but is capped at £110,000

* does not receive outer area fringe or other allowances

** receives outer area fringe allowance of £561 and any other applicable allowances

*** from 1 January 2015 outer area fringe allowance increases to £573 and will also receive any other applicable allowances.

Appendix C: Pay Grade Structure – Below Head of Service (2015-2016)

GRADES	SCP	BASIC SALARY*	JOB FAMILY LEVELS
GRADE 1	10	£14,338	DSD LEVEL A
	11	£15,207	
	12	£15,523	
	13	£15,941	
GRADE 2	14	£16,231	DSD LEVEL 1 TPS & CSD LEVEL A
	15	£16,572	
	16	£16,969	
	17	£17,372	
GRADE 3	18	£17,714	DSD LEVEL 2 TPS & CSD LEVEL 1
	19	£18,376	
	20	£19,048	
	21	£19,742	
GRADE 4	22	£20,253	DSD LEVEL 3 TPS & CSD LEVEL 2
	23	£20,849	
	24	£21,530	
	25	£22,212	
GRADE 5	26	£22,937	DSD LEVEL 4 TPS& CSD LEVEL 3
	27	£23,698	
	28	£24,472	
	29	£25,440	
GRADE 6	30	£26,293	TPS & CSD LEVEL 4
	31	£27,123	
	32	£27,924	
	33	£28,746	
	34	£29,558	
Management Grade 1	35	£30,178	TEAM 1
	36	£30,978	
	37	£31,846	
	38	£32,778	
	39	£33,857	
Management Grade 2	39	£33,857	TEAM 2
	40	£34,746	
	41	£35,662	
	42	£36,571	
	43	£37,483	
Management Grade 3	43	£37,483	OPERATIONAL 3
	44	£38,405	
	45	£39,267	
	46	£40,217	
	47	£41,140	

GRADES	SCP	BASIC SALARY*	JOB FAMILY LEVELS
Management Grade 4	47	£41,140	OPERATIONAL 4
	48	£42,053	
	49	£42,957	
	50	£43,855	
	51	£44,755	
Management Grade 5	53	£46,571	STRATEGIC 5
	54	£47,481	
	55	£48,387	
	56	£49,302	
	57	£50,204	

* Plus outer London fringe allowance of £561 – increasing to £573 from 1 January 2015

Appendix D: Base pay analysis by grade and age

Grade	<20	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65 +
Chief Executive	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local Chief Officer 2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Local Chief Officer 1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Local Head of Service	0.0%	0.0%	0.0%	0.0%	0.0%	101.6%	98.4%	101.6%	0.0%	0.0%	0.0%
Management Grade 5	0.0%	0.0%	0.0%	0.0%	96.9%	100.1%	0.0%	100.2%	101.5%	101.5%	0.0%
Management Grade 4	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.6%	98.6%	101.6%	0.0%	0.0%
Management Grade 3	0.0%	0.0%	97.3%	99.6%	99.6%	101.9%	100.5%	99.0%	101.6%	98.5%	0.0%
Management Grade 2	0.0%	0.0%	0.0%	100.9%	99.6%	100.9%	97.3%	100.7%	102.2%	103.4%	103.4%
Management Grade 1	0.0%	95.0%	0.0%	97.6%	101.2%	103.8%	98.7%	97.2%	103.2%	103.8%	103.8%
Grade 6	0.0%	94.6%	94.2%	98.5%	99.5%	101.4%	102.3%	101.7%	101.1%	97.5%	0.0%
Grade 5	92.7%	102.8%	97.4%	102.0%	99.8%	101.4%	100.3%	100.0%	100.0%	102.8%	102.8%
Grade 4	0.0%	95.8%	98.7%	101.3%	100.0%	101.4%	100.6%	100.6%	100.6%	101.8%	98.7%
Grade 3	0.0%	95.6%	96.5%	0.0%	102.7%	102.7%	100.0%	97.4%	100.0%	101.5%	99.2%
Grade 2	0.0%	101.6%	101.6%	0.0%	99.3%	94.9%	101.6%	96.9%	101.6%	99.2%	0.0%

Appendix E: Base pay analysis by grade and disability status

Grade	N	Y	Unknown
Chief Executive	100.0%	0.0%	0.0%
Local Chief Officer 2	0.0%	0.0%	100.0%
Local Chief Officer 1	100.0%	0.0%	0.0%
Local Head of Service	101.6%	0.0%	99.5%
Management Grade 5	99.3%	101.5%	100.2%
Management Grade 4	99.6%	0.0%	100.6%
Management Grade 3	100.4%	101.9%	99.4%
Management Grade 2	100.3%	98.4%	99.8%
Management Grade 1	98.8%	103.8%	100.8%
Grade 6	100.0%	102.5%	99.6%
Grade 5	100.0%	102.8%	99.7%
Grade 4	100.1%	100.3%	99.8%
Grade 3	100.1%	92.2%	100.4%
Grade 2	101.2%	101.6%	98.7%

Appendix F: Base pay analysis by grade and marital status

Grade	Divorced	Married	Partnered	Separated	Single	Unknown	Widowed
Chief Executive	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local Chief Officer 2	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Local Chief Officer 1	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Local Head of Service	0.0%	101.6%	0.0%	0.0%	0.0%	99.5%	0.0%
Management Grade 5	101.5%	99.3%	0.0%	0.0%	0.0%	100.2%	0.0%
Management Grade 4	0.0%	101.6%	0.0%	0.0%	0.0%	100.6%	98.6%
Management Grade 3	0.0%	101.0%	100.4%	0.0%	99.6%	99.2%	0.0%
Management Grade 2	0.0%	100.0%	98.4%	93.4%	101.9%	99.9%	0.0%
Management Grade 1	100.5%	100.1%	97.7%	0.0%	98.5%	100.8%	0.0%
Grade 6	99.8%	102.2%	99.4%	100.4%	97.5%	99.8%	0.0%
Grade 5	99.4%	100.8%	98.8%	0.0%	100.2%	99.7%	0.0%
Grade 4	101.8%	101.7%	95.6%	0.0%	98.6%	99.6%	100.3%
Grade 3	102.7%	100.8%	102.7%	102.7%	100.3%	98.1%	95.6%
Grade 2	0.0%	101.1%	101.6%	0.0%	101.6%	98.3%	0.0%

Appendix G: Base pay analysis by grade and sexuality status

Row Labels	Bisexual	Gay Man	Gay Woman / Lesbian	Heterosexual / Straight	Prefer Not to Say	Unknown
Chief Executive	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Local Chief Officer 2	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Local Chief Officer 1	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Local Head of Service	0.0%	0.0%	0.0%	101.6%	0.0%	99.5%
Management Grade 5	0.0%	0.0%	0.0%	100.1%	98.7%	100.2%
Management Grade 4	0.0%	0.0%	0.0%	99.6%	0.0%	100.6%
Management Grade 3	0.0%	0.0%	0.0%	100.6%	101.1%	99.3%
Management Grade 2	0.0%	0.0%	0.0%	99.8%	101.8%	99.9%
Management Grade 1	0.0%	0.0%	0.0%	99.5%	103.0%	99.7%
Grade 6	0.0%	0.0%	0.0%	99.5%	103.2%	99.8%
Grade 5	102.8%	100.1%	95.8%	100.3%	101.1%	99.5%
Grade 4	0.0%	95.6%	0.0%	100.3%	100.3%	99.8%
Grade 3	0.0%	0.0%	0.0%	100.1%	98.3%	100.5%
Grade 2	0.0%	0.0%	0.0%	101.6%	99.2%	99.5%

Appendix H: Base pay analysis by grade and religious belief

Grade	Buddhist	Christian	Hindu	Jewish	Muslim	No Religion	Other
Chief Executive	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local Chief Officer 2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local Chief Officer 1	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local Head of Service	0.0%	101.6%	0.0%	0.0%	0.0%	0.0%	0.0%
Management Grade 5	0.0%	101.5%	0.0%	0.0%	0.0%	98.7%	101.5%
Management Grade 4	0.0%	0.0%	101.6%	0.0%	0.0%	98.6%	0.0%
Management Grade 3	0.0%	101.0%	0.0%	0.0%	0.0%	100.2%	0.0%
Management Grade 2	0.0%	100.4%	0.0%	0.0%	0.0%	100.9%	93.4%
Management Grade 1	0.0%	100.4%	0.0%	100.5%	92.6%	99.8%	95.0%
Grade 6	0.0%	100.9%	91.8%	0.0%	0.0%	99.2%	0.0%
Grade 5	0.0%	100.3%	95.8%	95.8%	102.8%	100.5%	0.0%
Grade 4	101.8%	100.3%	101.8%	0.0%	101.8%	98.8%	0.0%
Grade 3	102.7%	99.4%	95.6%	0.0%	0.0%	102.7%	102.7%
Grade 2	0.0%	101.6%	0.0%	0.0%	0.0%	101.6%	0.0%