

Foreword

Calderdale Council is required to report on our Gender Pay Gap to comply with our Public Sector Equality Duty.

The Council is committed to tackle the issue not just to meet external regulatory requirements, but because we are determined to recruit and retain the most talented employees at all levels and promote equality of opportunity and choice for our staff. We recognise the value of a diverse and inclusive workforce and believe that this benefits the Council itself and the services it delivers and has a positive impact by providing the best services to residents of the Borough.

Ultimately this is about our people – all of those who work in and for Calderdale. We recognise our achievements and celebrate success. A recent #OurDay showcased the range and complexity of what councils do and 600 different services we provide or commission. We do this at a time of rising demand, fewer resources and high public expectations.

We need to build a team of public service reformers who believe in and understand the way we will need to work in the future, the range of different skills now required, and the energy and enthusiasm to make this happen in tough times.

We welcome the measurement and transparency that the government's gender pay gap regulations bring. While our gender pay gap is better than the UK average, we still have work to do.

I hope you find this report interesting and informative.

Robin Tuddenham

Chief Executive, Calderdale Metropolitan Borough Council



Executive Summary

Local Government impacts on all our lives and is collectively one of the largest employers in England. In June 2017 Local Government employment was down 12,000 at 2.115 million (headcount), the lowest since comparable records began in 1999. This figure equates to 1.6 million full time equivalent (FTE) employees. Local Authorities nationally spend £94 billion of taxpayers' money each year.

Consistent with most of the public sector, the majority of the workforce at Calderdale is female. Currently women make up 66.53% of the workforce.

Many organisations operate in a single industry sector, for example construction or retail; however, as with other local authorities, Calderdale Council incorporates a range of sectors including, but not limited to, education, social care, cleaning, finance and transport.

We work hard to ensure that Calderdale Council values and promotes the diversity and equality of opportunity for people in Calderdale and are committed to equality of access to all our services. We regularly monitor our workforce, employment policies and working practices to enable people to balance their work and home life.

The table below shows the metrics that the legislation requires us to publish before 30th March 2018. More details regarding these figures can be found within the main report.

Calculation	Outcome		
Mean gender pay gap	3.4%		
Median gender pay gap	-5.0%		
Median bonus gender pay gap	0%		
Mean bonus gender pay gap	0%		
Proportion of males receiving a bonus payment	0.98%		
Proportion of females receiving a bonus payment	1.34%		
Proportion of males and females in each quartile pay band	Quartile	Male	Female
	Lower	34.7%	65.3%
	Lower Middle	35.30%	64.70%
	Upper Middle	28.70%	71.30%
	Upper	38.90%	61.10%

Within the Council many employees take advantage of salary sacrifice arrangements through lease car arrangements, childcare vouchers or cycle to work scheme. Deductions for salary sacrifice arrangements are excluded from an employee's base pay for the purposes of gender pay gap reporting. Within the Council a higher proportion of women access the salary sacrifice schemes (currently female 74.06% and male 25.94%). This means that for more women than men, their hourly rate will show as lower than it actually is because the hourly rate that is reflected in the gender pay gap report has to firstly deduct the salary sacrifice amount.

For Calderdale Council, if salary sacrifice values were not deducted from hourly rates, the mean and median gender pay gap figures are as below:

	Male	Female	Monetary Gap %	Monetary Gap £
Mean Hourly Rate	13.03	12.65	2.9%	0.38
Median Hourly Rate	11.62	11.63	-0.1%	-0.01

This would therefore reduce the mean gender pay gap to 2.9% and the median gender pay gap to 0.1%.

Zohrah Zancudi



I started work at Calderdale in September 2014 as Head of Customer Services, a role that covers a breadth of services. My decision to leave the North East, which had been home and work for 25 years, was an easy one based upon Calderdale's reputation as an innovative, ambitious council, the natural beauty of the area and its people. During my local government career, I have successfully juggled being a mother to five children and the demands of senior management and hope that this will provide inspiration to others in the same position.

I am a qualified leadership coach and enjoy working with and developing our next generation of leaders. In July of this year, I was proud to be given the opportunity to act up into the role of Director here at Calderdale Council to steer the directorate through a senior management review against a backdrop of challenging budget decisions.

Sarah Richardson



I came to work at Calderdale in June 2004, having worked previously at Bradford Council for 18 years. I started my career with Calderdale as Senior Licensing Officer, tasked with implementing the new Licensing Act.

I have had many opportunities over the subsequent years to gain experience and knowledge of many different areas, managing many high profile corporate projects. I was promoted to Registration and Licensing Services Manager in 2007, taking on responsibility for taxi licensing, local land charges and elections. In 2008 I had an opportunity to act up as Head of Service whilst the Council recruited to a new post of Head of Customer Services. In 2009 I became Superintendent Registrar and took on responsibility for the Registrars service.

In 2011 I took a secondment as Customer Access Manager, with responsibility for our Corporate Contact Centre, Customer First and Web Team services alongside programme management of the Access to Services Programme. I was appointed to this post permanently in 2014.

In April 2017, I took on additional responsibility for the Revenues and Benefits Service. In August 2017 I was successful in my application to Acting Head of Customer Services.

Jackie Addison



I commenced my employment with Calderdale in November 1984 within the former Leisure Services Department. Following a succession of promotions with the department I was appointed to the Corporate Lead for Human Resources. I was recently appointed to the post of Head of Human Resources and Organisational Development. I am proud to live and serve my local Council and I am extremely proud to be part of the exciting and innovative changes that have, and continue to take place in Calderdale.

I am passionate about ensuring fair and equitable application of policy and procedures. Calderdale is a fantastic employer and is committed to supporting all our staff, including our lower paid workers. The Council was the first West Yorkshire Council to introduce the Living Wage, which not only helps to reduce poverty and inequality but also supports our priorities and ambition to be the best Borough in the North.

Background

All public sector employers are required to publish a gender pay gap report by 30 March 2018. This report considers gender pay differences within Calderdale Council. A positive pay gap indicates that men are paid more and a negative pay gap indicates that women are paid more.

The Difference between the Gender Pay Gap and Equal Pay

Equal Pay deals with the pay differences between **men and women who carry out the same job, similar jobs or work of equal value**. It is unlawful to pay people unequally because they are a man or a woman.

The Gender Pay Gap shows the differences in the **average pay between men and women**. If a workplace has a high gender pay gap, this can indicate that there may be a number of issues to deal with and the individual calculations may help to identify what those issues are. In some cases, the gender pay gap may include unlawful inequality in pay but this is not necessarily the case.

The National Average for the gender pay gap is 18.1%¹ and one of the main reasons for the gender pay gap is that traditionally more men are likely to hold senior positions.

Mandatory Gender Pay Gap Analysis

The analysis looks at six metrics or measures to identify gender pay differences as required by legislation.

Metric	What does this show?	Employees Included
Mean Gender Pay Gap	The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees	Full-pay relevant employees
Median Gender Pay Gap	The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees	Full-pay relevant employees
Mean Bonus Gap	The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees	Relevant employees
Median Bonus Gap	The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees	Relevant employees
Bonus Proportions	The proportions of male and female relevant employees who were paid bonus pay during the relevant period	Relevant employees
Quartile Pay Bands	The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands	Full-pay relevant employees

The calculation for the gender pay gap is defined as the difference between the mean (or median) hourly rate of pay that male and female full-pay relevant employees receive, expressed as a percentage of the mean or median hourly rate of pay of full-pay relevant males.

$$\text{Mean gender pay gap} = \frac{\text{Mean hourly rate of pay males} - \text{Mean hourly rate of pay females}}{\text{Mean hourly rate of pay males}} \times 100$$

Full-Pay Relevant Employees

Employees who are employed on the snapshot date and are paid their usual full basic pay during the relevant pay period are full-pay relevant employees. Employees who are paid less as a result of being on leave are excluded.

Relevant Employees

All employees employed on the snapshot date are relevant employees. This includes full-pay relevant employees and employees paid less than full pay because of leave e.g. sickness.

¹ Office of National Statistics 2016 Annual Survey of Hours and Earnings

Calderdale Gender Pay Gap Analysis

The information included in this report is based on a snapshot date of 31 March 2017. At this date the workforce headcount comprised of 66.53% female and 33.47% male with an overall workforce of 55.99% full time and 44.01% part time. As some employees have more than one post, this analysis is based on positions rather than headcount. Casual workers are excluded from the analysis.

The gender pay gap metrics are based on two different types of employees, full-pay relevant employees and relevant employees.

	Total	Male		Female	
Full-Pay Relevant Employee	2959	1018	34.4%	1941	65.6%
Employees on Reduced Pay	77	6	7.8%	71	92.2%
Relevant Employees	3036	1024	33.7%	2012	66.3%

Average Weekly Hours Worked

Women work on average 2.65 hours less than men per week.

	Men	Women
Average Weekly Hours Worked	30.80	28.15

Mean Gender Pay Gap – 31 March 2017

The average hourly rate of pay and the percentage difference between men and women.

	Women	Men
Mean Hourly Rate	£12.48	£12.92

The Mean Gender Pay Gap is 3.4% (£0.44). This is significantly lower than the national average of 18.1%².

Median Gender Pay Gap – 31 March 2017

A median average involves listing all the hourly pay values in numerical order. If there is an odd number of results, the median value is the middle number, if there is an even number of results, the median will be the mean (average) of the two central numbers. The median gender pay gap represents the middle hourly rate of pay and the percentage difference between men and women.

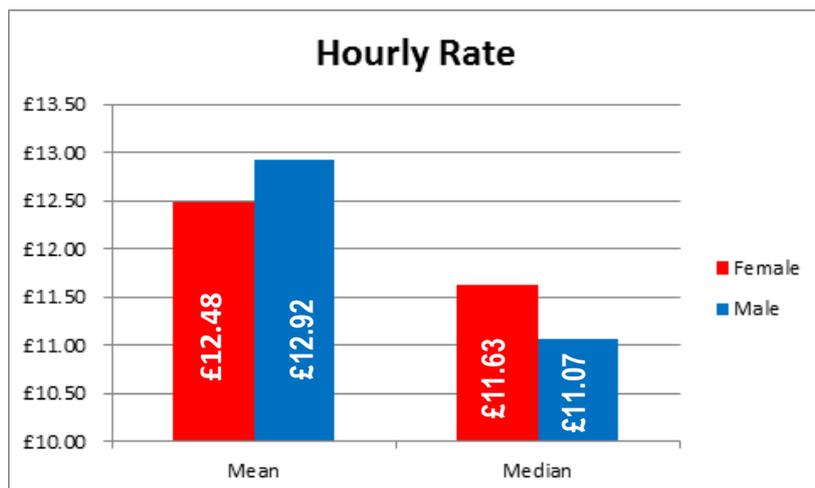
	Women	Men
Median Hourly Rate	£11.63	£11.07

The Median Gender Pay Gap is -5.0% (-£0.56). This is significantly lower than the national average of 23%³.

² Office of National Statistics 2016 Annual Survey of Hours and Earnings

³ Chartered Management Institute 2016 Gender Pay Survey

The Mean and Median Hourly Rates of Pay for Men and Women at Calderdale Council



Bonuses – 31 March 2017

Bonuses are defined in regulation 4 and in accordance with the requirements for gender pay gap reporting, they include anything that relates to profit sharing, productivity, performance, incentive and commission. They must be received in the form of cash, vouchers, securities, securities options and interests in securities. Non-consolidated bonuses are included. Long service awards with a monetary value (cash, vouchers or securities) are also included but any other type of non-monetary award under this category, such as extra annual leave, is instead treated as a benefit in kind and excluded.

The bonus period is a twelve month period that ends on the snapshot date of 31st March 2017. Within Calderdale Council, the only payment that falls under the definition of 'bonus' in relation to the gender pay regulations is the Long Service Award. For those (non-teaching) employees who have completed 25 years' continuous service with the Council, there is a payment of £150 made in the form of high street vouchers.

In the twelve month bonus period a total of 37 employees received a £150 bonus in the form of high street vouchers, regardless of gender. Of these 27 (72.97%) were female and 10 were male (27.03%).

	Male	Female
Relevant employees	1024	2012
Received a bonus payment	10	27

The difference in Mean Bonus Pay of Men and Women expressed as a %

Mean Bonus Gender Pay Gap	0%
Median Bonus Gender Pay Gap	0%
Proportion of Men Receiving a Bonus Payment	0.98%
Proportion of Women Receiving a Bonus Payment	1.34%

Gender Profile by Pay Quartile

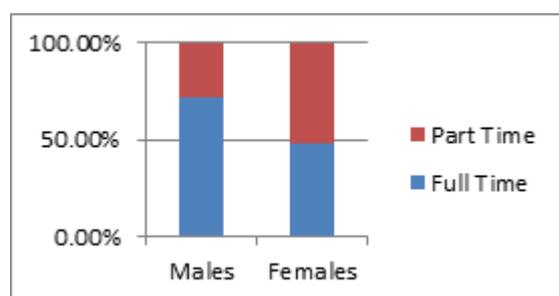
Proportion of Men and Women in each Quartile Pay	Quartile	Male	Female
	Lower	34.7%	65.3%
Lower Middle	35.3%	64.7%	
Upper Middle	28.7%	71.3%	
Upper	38.9%	61.1%	

The Underlying Causes of a Gender Pay Gap

There is no legal obligation on employers to publish a narrative explaining their gender pay gap figures, however it is useful to include some information to reflect on possible causes for this.

- Women are more likely than men to have had breaks from work that have affected their careers
- Women are more likely to work part time and many of the jobs that are available across the UK on a part-time basis are relatively low paid.
- In the wider society it is still often women that undertake caring responsibilities which might make part-time working more attractive even though flexible working practices are also applicable for many higher paid posts in the Council.

The graph and table below shows the gender distribution between full and part time working.



	Males	Females
Full Time	71.9%	48%
Part Time	28.1%	52%

The mean gender pay gap is greater than the median pay gap. This suggests that although the ranges of pay are spread fairly equally between men and women there is a higher proportion of men that receive the very highest levels of pay (and the upper quartile % supports this). The Council considers itself to be supportive of development opportunities for women and recognises the complex needs of its employees through the practical application of supportive working practices and policies.

The proportion of men and women in each of the quartiles is broadly similar although women occupy a higher proportion of posts. There is scope to improve the proportion of women to be appointed or move upwards into the higher of the two bands (i.e. the upper quartile). Practical measures to support such moves include flexible working practices and the availability of leadership development programmes.

The organisation offers opportunities for training to upskill its workforce and to encourage upward movement of staff. However as the organisation flattens its structure in response to budgetary pressures and the continued implementation of technology, this may affect potential for progression.

Analysis and Figures

The overall gender pay gap is a top level, non-adjusted indicator of male and female earnings. The gap can be affected by the make-up of the workforce which has a higher proportion of female employees. Women are often attracted by the Council's flexible working provisions.

- Many employees benefit from **flexible working arrangements** which may include term time only working. Of the full pay relevant employees working term time, females account for 75.4% and males 24.6%.
- Hourly rates are affected by **Salary Sacrifice Schemes**. Many employees take advantage of salary sacrifice arrangements through lease car arrangements, childcare vouchers or cycle to work scheme.

- Deductions for salary sacrifice arrangements are excluded from an employee's base pay for the purposes of gender pay gap reporting.
- This reporting requirement can influence the Council's final gender pay gap data depending on how many women compared to men have taken up the benefit via a salary sacrifice arrangement, by creating an artificially lower rate of pay for those who opt to use salary sacrifice compared to those who do not.
- Within the Council a higher proportion of women access the salary sacrifice schemes (currently female 74.06% and male 25.94%). This means that for more women than men, their hourly rate will show as lower than it actually is because the hourly rate that is reflected in the gender pay gap report has to firstly deduct the salary sacrifice amount.
 - For example if an employee has a salary of £500 and a salary sacrifice deduction of £50 towards childcare vouchers then the base salary figure used to calculate their hourly rate for the purposes of gender pay gap reporting will be £500 - £50 = £450 when their base salary before salary sacrifice deduction is actually £500. Their hourly rate will therefore appear artificially lower.

For Calderdale Council, if salary sacrifice values were not deducted from hourly rates, the mean and median gender pay gap figures are as below:

	Male	Female	Monetary Gap %	Monetary Gap £
Mean Hourly Rate	13.03	12.65	2.9%	0.38
Median Hourly Rate	11.62	11.63	-0.1%	-0.01

This would therefore reduce the mean gender pay gap to 2.9% and the median gender pay gap to -0.1%.

Action to Address any Gender Pay Gap

While the overall gender pay gap within Calderdale Council is relatively small and significantly lower than the national figure, work is continuing to ensure effective gender monitoring is in place and in order to address specific areas identified in the Equality Duty Report including taking steps to improve gender diversity and we are committed to the promotion of equality of opportunity and choice for all employees.