



Gender Pay Gap Report

2020-2021

INTRODUCTION

Why do we report our gender pay gap?

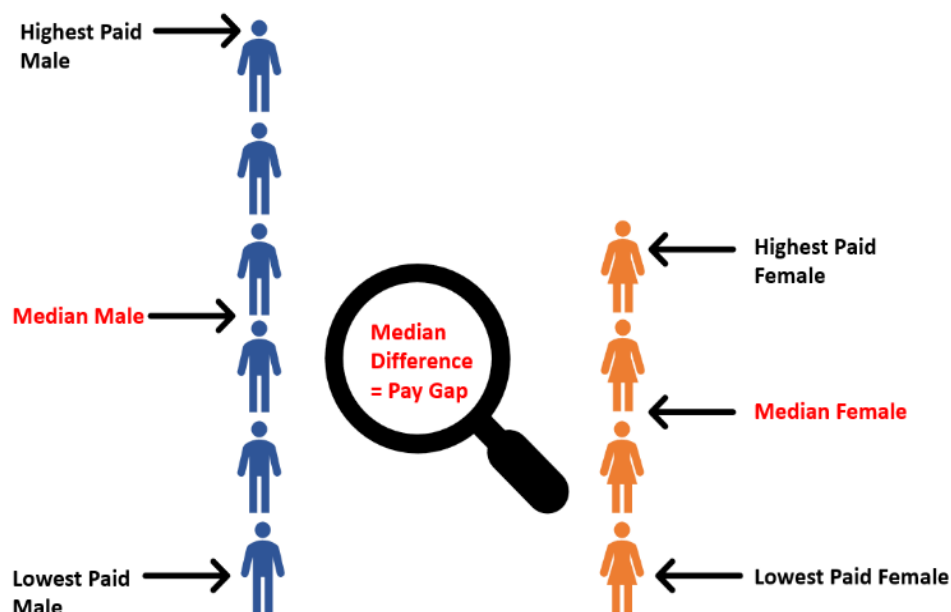
Reporting pay gaps for underrepresented groups enables organisations to understand the size of their gap, to monitor it, and prompts employers to act upon issues the report raises and monitor the effectiveness of our interventions. Cleveland Police employs over 250 people, so the Force is also required to report gender pay gap data each year to demonstrate commitment to the Equality Act 2010.

How is the pay gap different to equal pay?

It is important to note that the gender pay gap is different from equal pay.

The principle of equal pay is that males and females who carry out the same job, similar jobs or work of equal value, as set out in the Equality Act 2010, should receive equal pay. Equal pay is a legal obligation. The gender pay gap examines the difference in the average pay gap between males and females by lining up all the males and females pay within the organisation from highest to lowest and comparing the difference between the middle numbers (the median). The gap is then expressed as the percentage difference between the median male and female's hourly wage. Whilst a useful indicator on representation, this measure does not offer the same benefits as an equal pay audit. An equal pay audit identifies males and females doing equal work, investigates the causes and eliminates instances of unjustified unequal pay or seeks to understand any reasonable justification for unequal pay (for instance due to experience, length of service, technical or academic qualifications).

Figure 1: Median Infographic



Organisations which are fully compliant with the Equality Act 2010 can still have a gender pay gap. The gender pay gap is a mechanism by which organisations can examine this data and take positive action to reduce the gender pay gap. It is not unlawful to have a gender pay gap; it is however important that organisations use the

measure to understand representation of females in their organisation and take action to understand and tackle disparity.

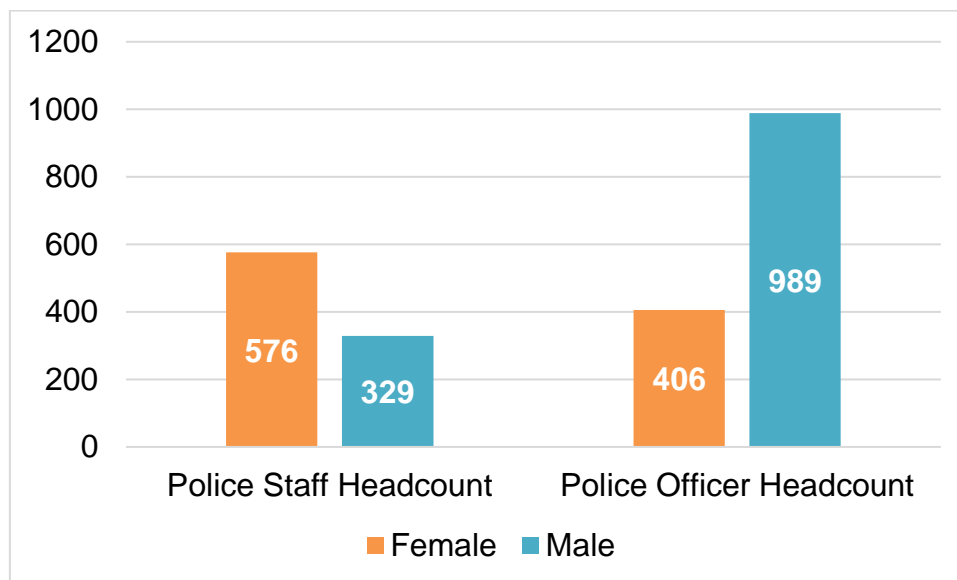
How do we measure it?

This gender pay gap report includes 4 calculations regarding gender and payroll data. these calculations are based on a snapshot of the staff who worked for Cleveland Police on the 31st March 2021:

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

These calculations provide insight into the gap between average wages and representation of men and women at the highest and lowest paid roles.

Figure 2: Workforce broken down by team and gender



The 2021 snapshot includes a total of 2,300 people; 982 identified as female, 1,318 identified as male, giving a representation ratio of roughly 4 males to every 3 females. The workforce headcount in 2021 is 363 people higher than 2020, with 58% of the new workforce members identifying as female. This is due to a combination of police officer recruitment attracting more female candidates, alongside the TUPE transfer of teams including; Learning and Development, Human Resources, Business Services and Operational Support back to the Force from a third-party service provider. Figure 2 also shows that the Force has around almost 2:1 representation of females to males for police staff, but a significantly higher representation of male police officers who make up a large proportion of the workforce.

The Force explores representation across the organisation and by team. Segmenting and reviewing by police officers and police staff is important, as the two groups have distinctly different pay banding, progression opportunities and employment terms

which influence their pay. Police officers are servants of the crown, rather than employees like police staff who we have more flexibility with. Pay and terms for police officers are set out in Police Regulations which are nationally determined and set out in law. Initial employment, along with progression through the ranks is predicated on the ability to pass nationally set and scored assessment centres and examinations rather than locally defined process and criteria which can be used for police staff.

MEDIAN & MEAN GENDER PAY GAP IN HOURLY PAY

Median is the middle hourly pay rate, when pay rates are arranged in order from lowest to highest. Our median pay gap has increased 3.3 percentage points on last financial year, rising from an organisational gap of 20.65% to 23.95%.

The Office for National Statistics confirmed the UK average gender pay gap (median gross hourly earnings) among all employees was 15.4% in 2021, down from 0.1% in 2020. When compared to the national average the Force pay gap is 8.55 percentage points higher.

In October 2020, Project Fusion was completed. This project resulted in 236 police staff being TUPE transferred from outsourced services contract provider to the employment of Cleveland Police. This transfer included several support functions.

By having these team members as direct employees, the organisation now has greater flexibility and control to implement changes that benefit both the workforce and the community.

Table 1: Median Gender Pay Gap

Police Officers	Males have a 0.81% higher median hourly rate than females.
Police Staff	Males have a 3.47% higher median hourly rate than females.
Combined	Males have a 23.95% higher median hourly rate than females.

When broken down, police officers have a median pay gap of 0.81%, and police staff have a 3.47% median pay gap. Table 2 demonstrates that the median gap has reduced at team level, however due to the female dominated police staff team and male dominated police officer team the organisational gap has continued to increase. Further detail is provided below figure 3.

Table 2: Median Gender Pay Gap Year on Year Comparisons

Team	2017	2018	2019	2020	2021
Police Officers	Not provided	0%	1.11%	0.98%	0.81%
Police Staff	Not provided	1.40%	0.77%	5.0%	3.47%
Combined	0%	0.40%	0.38%	20.65%	23.95%

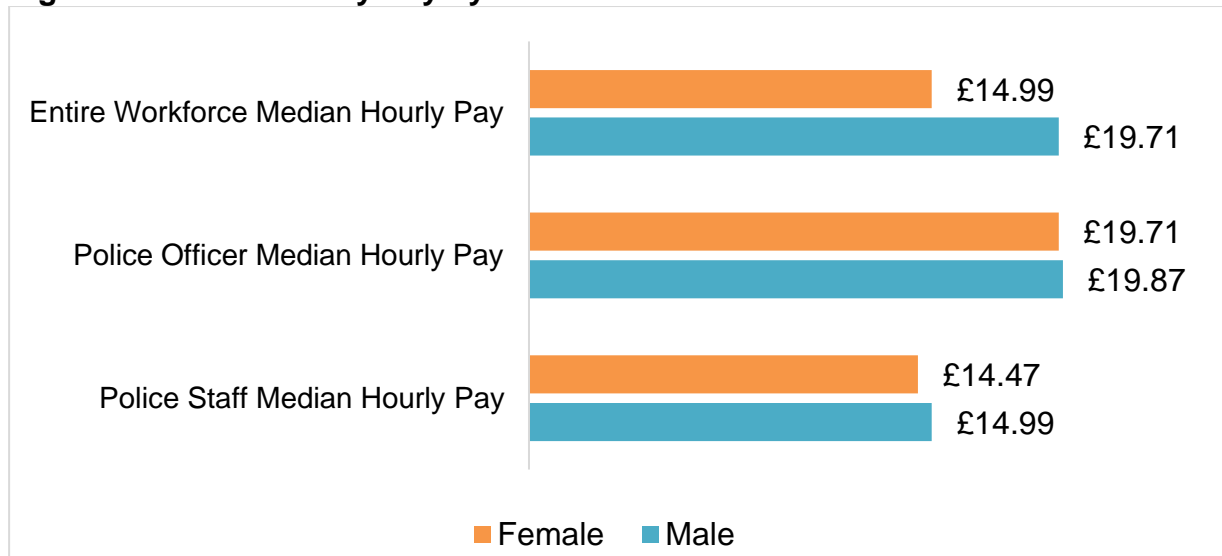
Figure 3: Median Hourly Pay by Team and Entire Workforce

Figure 3 shows in real terms the difference between the male and female median officers hourly pay gap as 16p, and the difference between the median male and female staff members as 52p. When combined and viewed as the entire organisation the high representation of males in the higher paid officer group and the high representation of women in the lower paid police staff group creates a skew to the median male's earnings of £19.87 per hour and the median female's earnings of £14.99. This creates a gap of £4.72 - which is how the 23.95% difference is created.

Mean is the average hourly rate of pay, calculated by adding the hourly pay rate for employees then dividing by the number of all full pay relevant employees.

Table 3: Mean Gender Pay Gap

Police Officers	Males are paid an average hourly rate of 6.85% higher than females.
Police Staff	Males are paid an average hourly rate of 7.63% higher than females.
Combined	Males are paid an average hourly rate of 12.37% higher than females.

For the 2021 snapshot, the mean pay gap has decreased by 0.34 percentage points from 12.71% in 2020 to 12.37%. Table 4 demonstrates that the combined workforce mean pay gap has gradually increase year on year, with the exception of a slight decrease in 2019.

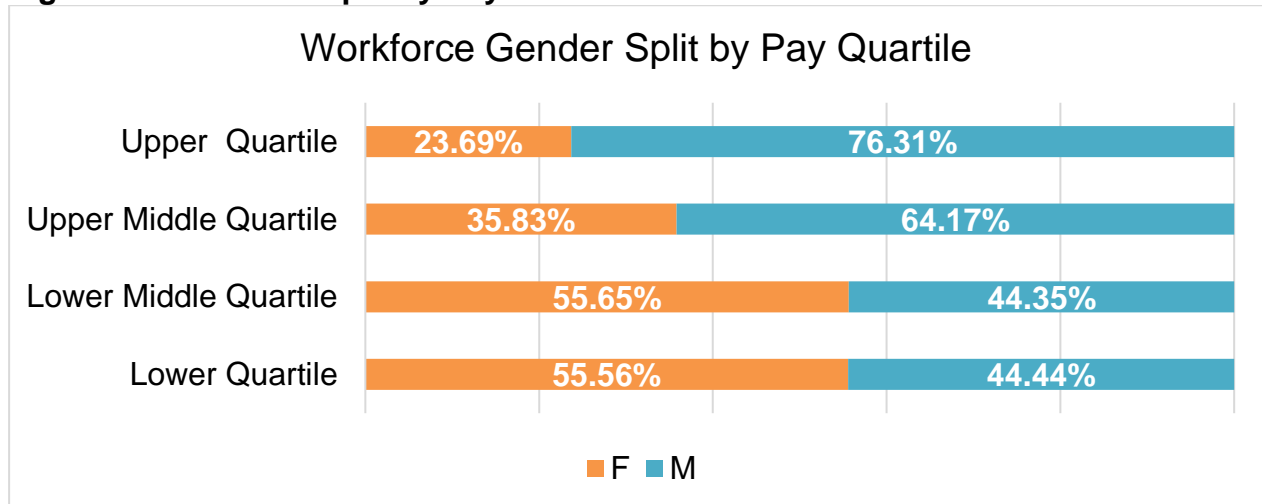
Table 4: Mean Gender Pay Gap Year on Year Comparisons

Team	2017	2018	2019	2020	2021
Police Officers	Not provided	5.1%	4.04%	7.36%	6.85%
Police Staff	Not provided	3.2%	2.06%	5.28%	7.63%
Combined	8%	9.9%	9.48%	12.71%	12.37%

MALES AND FEMALES IN EACH PAY QUARTILE

Pay quarters show the percentage of male and female employees in four equal sized groups based on their hourly pay. The upper quartile represents the top paid quarter of the workforce. These quarters give an indication of female representation at different levels of the organisation.

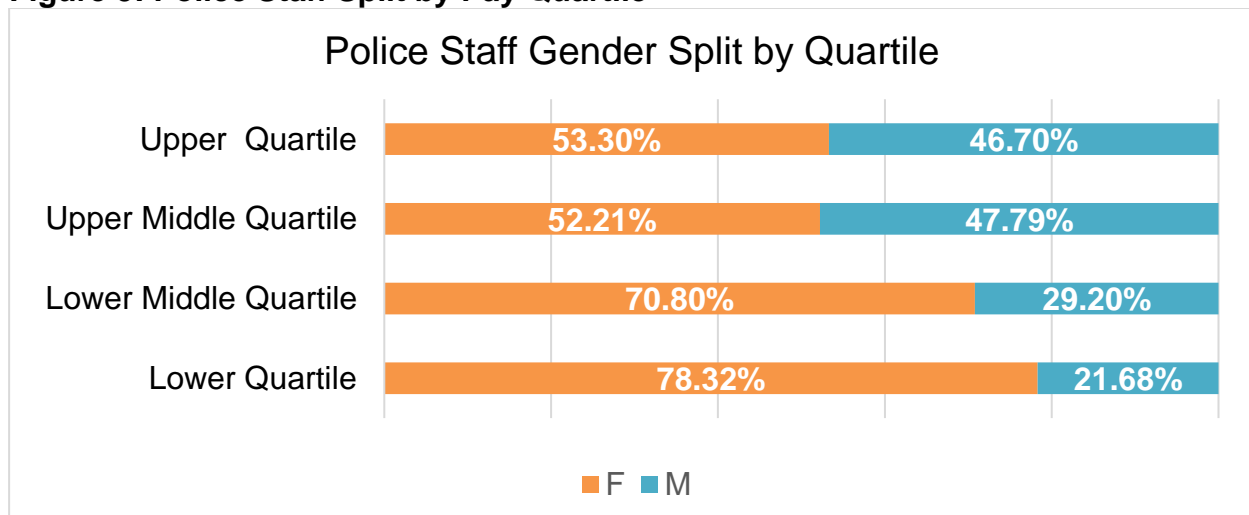
Figure 4: Workforce Split by Pay Quartile



At the time of the 2021 snapshot females make up 43% of the workforce, there been an increase in female representation of 3.1 percentage points since the last report. When compared to the 2020 date this indicates slight improvements in representation, with increases in the top three quartiles and a reduction of representation in the lowest paid quartiles.

Figure 4 shows that women occupy 23.69% of the highest paid jobs (an increase of almost 4 percentage points on 2020), representation in the upper middle quartile has increased 6.08 percentage points and the lower middle has also seen an increase of 2.96 percentage points. They make up 55.56% of those in the lowest paid jobs, which demonstrates a decrease of 1.14 percentage points on the previous year.

Figure 5: Police Staff Split by Pay Quartile



Females continue to have strong representation in police staff roles within Cleveland Police as seen in Figure 5. Increased male representation in the staff team has lowered female representation across all quartiles. The most significant changes can be seen in the upper middle and lower middle quartiles, with a reduction of 3.84 percentage points in the upper middle quartile and 3.56 percentage points in the lower middle quartile. The upper quartile indicates a slight decrease of 0.2 percentage points and the lower quartile representation of females also decreased by 0.53 percentage points.

These changes are much smaller than the fluctuations observed in the 2020 report, which indicated a significant reduction of females in the upper and upper middle quartiles, alongside increases in representation in the lower and lower middle quartiles.

Figure 6: Police Officer Split by Pay Quartile

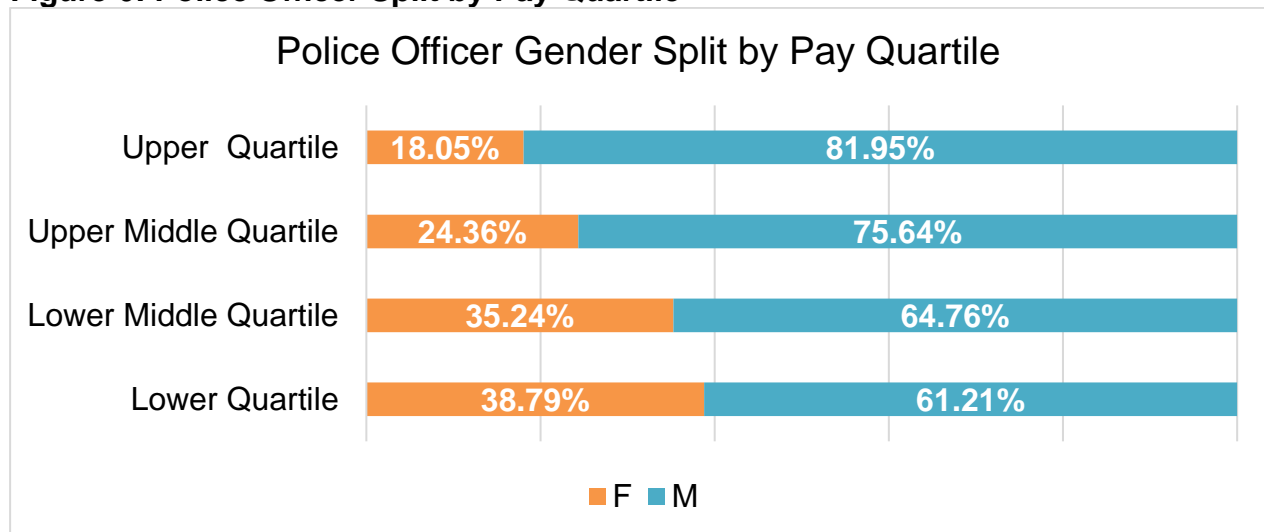


Figure 6 demonstrates that female representation in the police officer team continues to incrementally improve in 2021. Attracting women to join Cleveland Police in operational policing roles is a strategic priority as part of the Forces commitment to the public sector equality duties, as they are currently underrepresented within this section of the workforce. Successful attraction and recruitment of new police officers and transferees took place in the 2020-21 financial year. This resulted in an increase of 84 police officers compared to the 2020 snapshot date; 44 of these officers were female and 40 were male.

When compared to the 2020 data, the 2021 snapshot demonstrates: an increase of 2.0 percentage points in the lower quartile, an increase of 4.24 percentage points in the upper middle and an increase of 3.11 percentage points in the upper quartile. The only quartile to decrease was the lower middle, which reduced by 3.48 percentage points.

RECEIVING A BONUS PAYMENT

As a police force Cleveland police pays recognition payment and payments for unpleasant duties, which are classed as bonuses for the purpose of gender pay reporting. Under the recognition payment and payment for unpleasant duties scheme, awards can be:

- Team recognition payment or payment for unpleasant duties of between £50 and £100 per person for outstandingly demanding, unpleasant or important work, or outstanding work for the public to police officers, or police staff.
- Individual recognition payments or payments for unpleasant duties can be between £50 and £500 for individuals

Police regulations set out these definitions for police officers. The Force also applies these principles to police staff to ensure a fair and consistent approach.

For 2020-21 this has been paid five times at £75 per officer, 4 males and 1 female.

The mean gender bonus pay gap is 0% (difference between the mean average bonus received by males and females). The total cash bonus paid to males was £300 and £75 to females, highlighting in total cash terms a difference between males and females of £225.

The median gender bonus pay gap (difference between the employee in the middle of the range of male bonus and the employee in the middle of the range of female bonus) is also 0%.

ADDRESSING OUR GENDER PAY GAP

Cleveland Police is committed to reducing the gender pay gap, initially to below the national UK gender pay gap of and then to reduce it further. Reporting on the Force Gender pay gap will help to raise the profile within the Force and to promote work already underway to increase gender diversity in all areas and levels of the organisation.

Based on national reports; gender pay gaps can be caused by a blend of the following:

- A higher proportion of males working in senior positions
- A higher proportion of females working in part-time roles (therefore normally earning less than their full-time colleagues)
- Skills gaps, lack of training and development opportunities
- Lack of role models
- Family, childcare and caring commitments
- Lack of opportunities for flexible working
- Attitude and culture

Continuous improvement activity is planned in the coming financial year to reduce the gender pay gap.

Ongoing gender pay gap reduction actions:

- Continue to develop an evidence base to determine where the Force can achieve the biggest improvements in closing the gender pay gap.
- Obtain comparison data to allow further analysis into the gender pay gap between organisations.
- Develop new entry pipelines e.g. apprenticeships Introduce new police officer entry routes and increase the range police staff e.g. Apprenticeships.
- Continue to develop and deliver positive action programmes to attract female officers into the Force and support for career progression.
- Implement the refreshed Recruitment and Selection Policy and Procedures and monitor progress against our aim to attract a diverse workforce.
- Further development of our attraction, recruitment and promotion approach by enabling inspiring women from across our workforce to act as role models to reach others and encourage them to step up for lateral and upward progression.
- In depth review of our promotions policy, identifying any barriers to female officers and staff face when applying for promotions.
- Continue to refresh Force policy, procedures to ensure they inclusive and specifically monitor; flexible working, maternity, broader family friendly, caring and wellbeing.
- Continued development of the Cleveland Police Women's Network to act as a critical friend and provide peer support to women across the workforce.
- Continue to improve community engagement, to positively market a career in Cleveland Police.
- Continue to improve leaver feedback processes, and take appropriate action to improve retention rates.
- Create clear inclusive talent pipelines, aimed at achieving greater diversity at the more senior levels in the Force.
- Embed coaching and mentoring programmes for ongoing development.