Argyll and Bute Council

Equal Pay Audit 2022

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Document history

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1 Executive Summary and Recommendations

Scope

1.1 The audit is based on the whole workforce as of October 2022. This includes 9,100 appointments of which 4,138 are Casual appointments. The analysis has been based on the total workforce and then considered from the perspective of the Local Government, Teachers, and Chief Officials employment groups.

Workforce Distribution

1.2 The distribution of the workforce throughout the grading structure can be a significant contributor to the gender pay gap. Within an incremental structure such as that used by the Council it is not expected that there would be a gender pay issue within each grade. However, differences in the gender grading profile, for example, where a higher percentage of the male workforce are in the higher grades, compared to female employees will create an overall higher average hourly rate.

1.3 It is evident within the Local Government Employee group from Grade 8 onwards that a higher percentage of the male workforce are in these grades which contributes to the overall gender pay gap of 10.56%. This occurs even though there are no individual grades within this group where the Gender Pay Gap would be considered significant, i.e., exceeds 5.00%.

1.4 The same issue can be seen within Teaching roles where a higher percentage of male employees are in the more senior roles.

1.5 In both groups, the median gender pay gap is also affected by the distribution of the workforce. If more female employees are located towards the bottom end of the pay structure, the median pay point will also be lower than if the group is more evenly distributed throughout the pay structure.

Recommendation

Review what actions can be taken to enable a wider range of employees to progress to roles in higher grades. This could include a review of family friendly policies, training and development opportunities and increasing part time and job sharing throughout the organisation.

Full and Part Time Employment

1.6 As with the distribution of the workforce based on grade, the percentage of the workforce that are full or part time can also contribute to the overall gender pay. It is more likely that part time opportunities exist at the lower end of the pay structure and are part time opportunities are more likely to be undertaken by female employees.

1.7 The profile of the overall workforce indicates that 73.53% of the female workforce are part time, compared to 41.22% of the male workforce. Within the Local Government Employee group 84.26% of females are part time compared to 47.20% of the male workforce.

1.8 The grading profile for the Local Government Employee group in Graphs 1 and 2, shows that part time employment is concentrated in Grades 2 to 7. As female employees are predominantly part time and part time working is concentrated in the lower grades, this creates a lower average hourly rate for female employees and contributes to the overall gender pay gap.

1.9 The distribution of the Teaching group is more consistent between male and female employees; 74.64% of female teachers are full time compared to 84.42% if the male teaching group.

Recommendation

Identify what prevents greater opportunities for part time working throughout the grading structure.

Pay Structure and Job Evaluation

1.10 The pay and grading structure for the Local Government Employee group was developed locally using the national pay spine and the job evaluation outcomes from the application of the Scottish Joint Council (SJC) Job Evaluation scheme. The SJC scheme is an appropriate factor based analytical scheme that has a fixed scoring matrix and was designed specifically for local government employees.

1.11 The current pay and grading structure is based on identifiable design principals which are common in incremental pay structures in the public sector. The key features are that the structure provides incremental progression for all employees, the pay range of adjoining grades do not overlap, there is consistency in the evaluation points for each grade and it would take an employee less than five years to reach the grade maximum.

1.12 The pay and grading structure for Teachers is determined nationally and not the responsibility of the Council. In some instances, the design principals adopted for the Local Government Employee pay and grading structure also apply to the Teachers structure. However, the number of increments per grade is significantly longer in the Teachers structure and there is an overall pay spine that can be applied for Deputy and Head Teachers.

Recommendation

Consider what the future impact of potential changes in the Scottish Local Government Living Wage will have on the design of the pay structure.

Pay Gap Analysis

1.13 The Gender Pay Gap has been considered based on a range of different employment groups within the Council. The following table is a summary of the outcomes based on basic pay.

Summary – Gender Pay Gaps – Basic Pay				
Group	Total Workforce (Inc. Casuals)		Total Workforce (Excl. Casuals)	
	Mean	Median	Mean	Median
All Employees	9.05%	8.29%	4.81%	1.57%
Local Government Employees	10.56%	4.04%	8.58%	5.55%
Teachers	3.06%	0.00%	4.29%	0.00%
Chief Officials	-8.93%	0.00%	-8.93%	0.00%

1.14 A further analysis of the Gender Pay Gap based on individual grades for Local Government Employees only did not identify any specific grades where the Gender Pay exceeded the thresholds

identified by the Equal and Human Rights Commission would be considered significant (i.e., 5.00% or more)

1.15 A further analysis of the Gender Pay Gap based on individual grades for the Teachers group only identified that there was a significant Gender Pay Gap within the Chartered Teacher, Head Deputy Head Teacher, Principal Teacher, and Educational Psychologist grades. The reasons identified for the Gender Pay Gap within these grades is due to differences in length of service which result in individual employees being at different positions in the incremental structure of the grade. There is no indication that female employees will not progress through the grade in the same way as male employees.

1.16 The analysis of individual Service Areas as shown in Table 11, does show significant differences in pay in a range of areas of the Council. However, as with the workforce, when this is considered on a grade-by-grade basis, there are only four grades where there is a significant gender pay gap as outlined in Para. 5.14.

1.17 Additional pay is not a significant issue within the Council. As shown in Table 12 the number of additional payments is limited. The value of these payments in the census period was £99,769 and the average value of male and female employees was the same. There is no indication that the level of payments differs due to gender and that the reason for their payment is due to the requirements of the role.

1.18 There are three payments that were paid to male employees only including 'Addition to Pay', 'Emergency Call-Out' and 'Pay Supplement'. In total, there are only six instances of these three elements in the whole workforce. The most significant of these is the Pay Supplement paid to a specific group of employees.

Recommendation

Continue to review the overall gender pay gap and specifically require Service Areas to review the position in their own area.

Ensure that decisions on market pay are evidence based and that such approaches to pay are applied to all relevant areas of the organisation.

Protected Characteristics

1.19 The Council undertook an extensive data collection project on Protected Characteristics prior to the audit taking place. However, there remain significant gaps in the data that is available. At the time of the audit, 5,212 employees had not provided data on disability and 4,114 employees had not provided data on their Ethnicity. Due to the small numbers of employees providing data and the small numbers with a Protected Characteristic, the value of the analysis is limited.

1.20 In addition to Gender, the Audit has also considered Age, Disability and Ethnicity. This includes a profile of the workforce using each of these Protected Characteristics and an analysis of the pay gap within the relevant group.

Recommendation

Continue action to address the availability of data on all protected characteristics and promote this as a means of recruiting and retaining employees from all groups.

Age

1.21 The distribution of the workforce by Age (Table 13) is similar for male and female employees apart from within the Age Range 35 – 44 where the percentage of female employees is 23.28% compared to 14.37% of the male workforce. A similar pattern is also seen when considering Local Government Employees only, whereas there is more consistency within the Teachers group. However, within the Teachers group, the percentage of the female workforce in the higher Age Ranges (45 and over) is less than that for male employees which may indicate that fewer female employees remain in these roles.

1.22 The Age-related pay gap identifies a significant point in that the pay gap favours female employees at the lowest age range (-3.78% at Age 16 to 24), but this changes at the 25 – 34 Age Range and the pay gap peaks at 17.01% within the 35 – 44 Age Range. The reason for this is likely to be due to female employees returning to the workforce but at a lower level than similar aged male employees. The lack of part time opportunities is also contributing to this affect.

Disability

1.23 Within the available data there are only 186 employees that have declared that they have a disability which is 2.04% of the workforce for whom data is available. The overall Disability Pay Gap is 4.73% which is significantly less than that for the workforce, which is 9.05%. There is only one grade where the Disability Pay Gap is significant, which is within the Deputy Head and Head Teacher grade; the reason for this is that there is only one employee with a disability who is a recent starter and therefore at the lower end of the pay grade.

Ethnicity

1.24 Within the available data there are only 62 employees that are from an Ethnic minority which is 0.68% of the workforce for whom data is available. The overall Ethnicity Pay Gap is 9.92% which is like that for the workforce as whole. There are no individual grades where the Ethnicity Pay Gap is significant.

Starting Pay Analysis

1.25 An analysis of Starting Pay has been undertaken to identify if there are any differences between male and female starters or appointments. This was based on Local Government Employees only who had started since 1st April 2022 up to the Census Date in October. The reason for undertaking this analysis is to identify if there are any gender issues which may then continue throughout employment.

1.26 The analysis of external new starters shows that 99.48% of female and 97.14% of males started at the grade minimum. Internal appointees are less likely to start at the grade minimum, but 78.78% of female and 83.02% of male internal appointees do start at the grade minimum.

Casual Employment

1.28 The main audit has been based on all employees, but this includes 4,138 Casual employees. Further analysis has been undertaken based on key indicators identified through the main audit to determine if the inclusion of Casual employees has had any significant effect on the outcomes.

1.29 The most notice able impact is within the overall gender pay gap. Table 29 shows the difference the mean and median gender pay gap when Casuals are included and excluded. The overall gender pay gap was 9.05% based on all employees, but this reduces to 4.81% when Casual employees are excluded. The median Gender Pay Gap also reduces from 8.29% to 1.57%.

1.30 Although the exclusion of Casual employees results in differences in the distribution of the workforce and the composition of Full and Part Time working, the overall pattern is similar whether Casuals are included or excluded.

Recommendation

Continue to undertake a level of monitoring including casual appointments as included in this report.

Undertaken a further review of casual appointments to identify comparability with permanent employees undertaking the same role and that incremental progression also applies.

2 Workforce Distribution

2.1 The distribution of the workforce is a key issue to consider when determining the potential causes of the gender pay gap.

2.2 In an incremental pay and grading structure such as that used widely in the public sector and at Argyll and Bute Council, the expectation is that the gender pay gap within individual grades will be insignificant as male and female employees will be distributed throughout the incremental points. However, when calculating the overall gender pay gap, the distribution of the workforce can create an overall pay gap which is likely to be higher than that seen at individual grades.

2.3 The following tables show the distribution of the workforce for each employment group. The reason for showing these as separate tables is to make it easier to identify issues within each group that may contribute to the gender pay gap and the gap within that specific group itself.

2.4 Table 1 shows the distribution of the Local Government Employee Group. There are several significant points that can be seen within the analysis.

The highest number of males and females is at Grades 4 and 5. This reflects the nature of organisations in that the workforce will be in roles that are concentrated in the mid-range of the pay and grading structure, with fewer roles at the lower and upper ends of the pay structure.

Although a higher percentage of the female workforce are at Grades 7 and 8 compared to the male workforce, there is a noticeable difference from Grade 9 onwards. A higher percentage of the male workforce are in Grades 9 and above compared to the percentage of the female workforce. Based on the total male workforce, 23.0% are in Grades 9 and above compared to 10.3% of the female workforce. This factor contributes to the overall average hourly rate as more males are paid at a higher rate.

2.5 Table 2 shows the distribution of the Teachers Employee Group. The analysis excludes Educational Psychologists and Quality Improvement roles so that any issues within teaching roles is clearly identifiable.

As would be expected the main Teaching grade is the most populated for male and female employees. Table 2 also includes Supply Teachers, and this group are predominantly female.

Based on the total male teaching workforce, 64.61% are employed within the main teaching grade, including Supply. In comparison, 80.18% of the female teaching workforce are employed within the main teaching grade, including Supply.

The actual number of senior Teaching roles is a small percentage of the overall workforce. There are 86 male employees in the Chartered, Principal and Deputy and

Head Teacher grades which is 27.9% of the male workforce. In comparison there are 249 female employees in the higher grades, but this is only equivalent to 18.9% of the female workforce.

As is evident within the Local Government employee group, the distribution of male employees in the higher grades will have an impact on the average hourly rate and will therefore be a major contributor to the overall gender pay gap.

2.6 Table 3 shows the distribution of male and female employees within the Chief Officials Group. Although there are only 16 employees in total within this group, it is noticeable that there is a similar number of male employees (7) and female employees (9) within the group.

Table 1 – Workforce Distribution – Local Government Employee Group							
Equal Work Group	Organisation	All Males			All Females		
	Number	Number	% of Group	% of All Males	Number	% of Group	% of All Females
MODAPP	6	4	66.67%	0.29%	2	33.33%	0.03%
ASP TUPE	2	2	100.00%	0.15%	0	0.00%	0.00%
SLGE2	594	101	17.00%	7.36%	493	83.00%	8.13%
SLGE3	907	106	11.69%	7.72%	801	88.31%	13.22%
SLGE4	1,488	310	20.83%	22.58%	1,178	79.17%	19.44%
SLGE5	1,685	249	14.78%	18.14%	1,436	85.22%	23.69%
SLGE6	728	121	16.62%	8.81%	607	83.38%	10.01%
SLGE7	846	87	10.28%	6.34%	759	89.72%	12.52%
SLGE8	236	77	32.63%	5.61%	159	67.37%	2.62%
SLGE9	305	96	31.48%	6.99%	209	68.52%	3.45%
SLGE10	177	48	27.12%	3.50%	129	72.88%	2.13%
SLGE11	235	80	34.04%	5.83%	155	65.96%	2.56%
SLGE12	144	54	37.50%	3.93%	90	62.50%	1.48%
SLGE13	42	16	38.10%	1.17%	26	61.90%	0.43%
SLGE14	5	3	60.00%	0.22%	2	40.00%	0.03%
SLGE15	11	5	45.45%	0.36%	6	54.55%	0.10%
SLGE16	23	14	60.87%	1.02%	9	39.13%	0.15%
Total	**7,434**	**1,373**	**18.47%**	**100.00%**	**6,061**	**81.53%**	**100.00%**

Table 2 - Workforce Distribution - Teachers Only							
Equal Work Group	Organisation	All Males			All Females		
	Number	Number	% of Group	% of All Males	Number	% of Group	% of All Females
Music Instructor	29	23	79.31%	7.47%	6	20.69%	0.46%
Teacher - Supply	557	78	14.00%	25.32%	479	86.00%	36.37%
Teacher	698	121	17.34%	39.29%	577	82.66%	43.81%
Chartered Teacher	15	7	46.67%	2.27%	8	53.33%	0.61%
Education Support Officer	6	0	0.00%	0.00%	6	100.00%	0.46%
Principal Teacher	201	57	28.36%	18.51%	144	71.64%	10.93%
Head and Deputy Head	119	22	18.49%	7.14%	97	81.51%	7.37%
Total	**1,625**	**308**	**18.95%**	**100.00%**	**1,317**	**81.05%**	**100.00%**

Table 3 - Workforce Distribution - Chief Officials Only							
Equal Work Group	Organisation	All Males			All Females		
	Number	Number	% of Group	% of All Males	Number	% of Group	% of All Females
Chief Official – Point 29	12	6	50.00%	85.71%	6	50.00%	66.67%
Chief Official – Point 43	3	1	33.33%	14.29%	2	66.67%	22.22%
Chief Executive	1	0	0.00%	0.00%	1	100.00%	11.11%
Total	**16**	**7**	**43.75%**	**100.00%**	**9**	**56.25%**	**100.00%**

3 Full and Part Time Employment

3.1 In addition to identifying the distribution of the workforce based on gender and grade, it is also important to consider the distribution of the workforce based on full and part time working. It is typical in organisations that part time working is concentrated at the lower levels of the pay and grading structure and these roles are predominantly undertaken by female employees.

3.2 Table 4 shows the distribution of male, and females based on full and part time working for the whole workforce.

Table 4 – Overall Number of Full and Part Time Workers by Gender

	Organisation	All Males			All Females		
	Number	Number	% of Group	% of All Males	Number	% of Group	% of All Females
Full Time	2,955	994	33.64%	58.78%	1,961	66.36%	26.47%
Part Time	6,145	697	11.34%	41.22%	5,448	88.66%	73.53%
Total	**9,100**	**1,691**	**18.58%**	**100.00%**	**7,409**	**81.42%**	**100.00%**

3.3 A significant majority of the female workforce (73.53%) are part time whereas most male employees (58.78%) are full-time. By analysing the distribution of the workforce by grade and full and part time working we can determine if this has an impact on the overall gender pay gap.

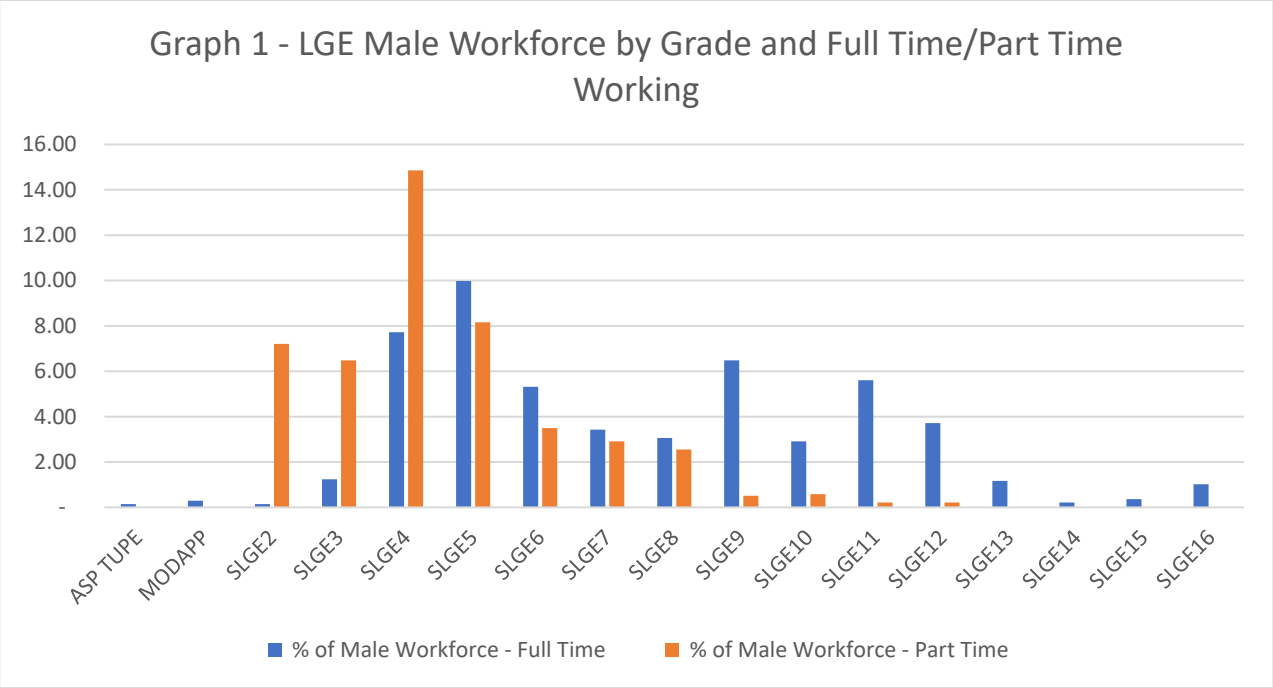
3.4 The distribution of the workforce for full and time workers in the Local Government Employee group is like that for the workforce as a whole.

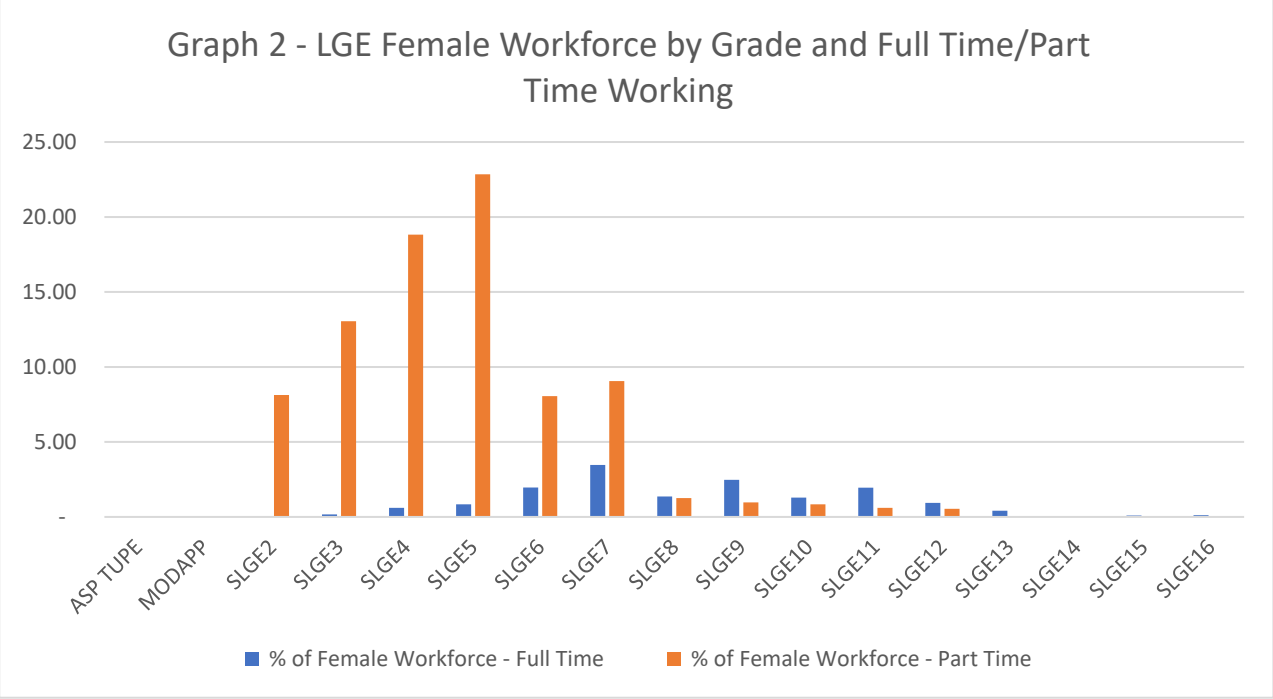
Table 5 – Local Government Employees Overall Number of Full and Part Time Workers by Gender

	Organisation	All Males			All Females		
	Number	Number	% of Group	% of All Males	Number	% of Group	% of All Females
Full Time	1,679	725	43.18%	52.80%	954	56.82%	15.74%
Part Time	5,755	648	11.26%	47.20%	5,107	88.74%	84.26%
Total	**7,434**	**1,373**	**18.47/5**	**100.00%**	**6,061**	**81.53%**	**100.00%**

3.5 Graph 1 shows the distribution of full and part time workers by Grade for male employees and Graph 2 shows the distribution of full and part time workers by grade for female workers. Part time employment is concentrated in the lower grades for both male and female employees.

It is evident that most part time roles are within Grades 3, 4 and 5 for both male and females; however, this accounts for a far larger proportion of the female workforce. Part time work is predominantly female and concentrated in the lower grades. Of the total male workforce, 29.50% are part time and in Grades 3, 4 and 5 compared to 54.73% of the female workforce.





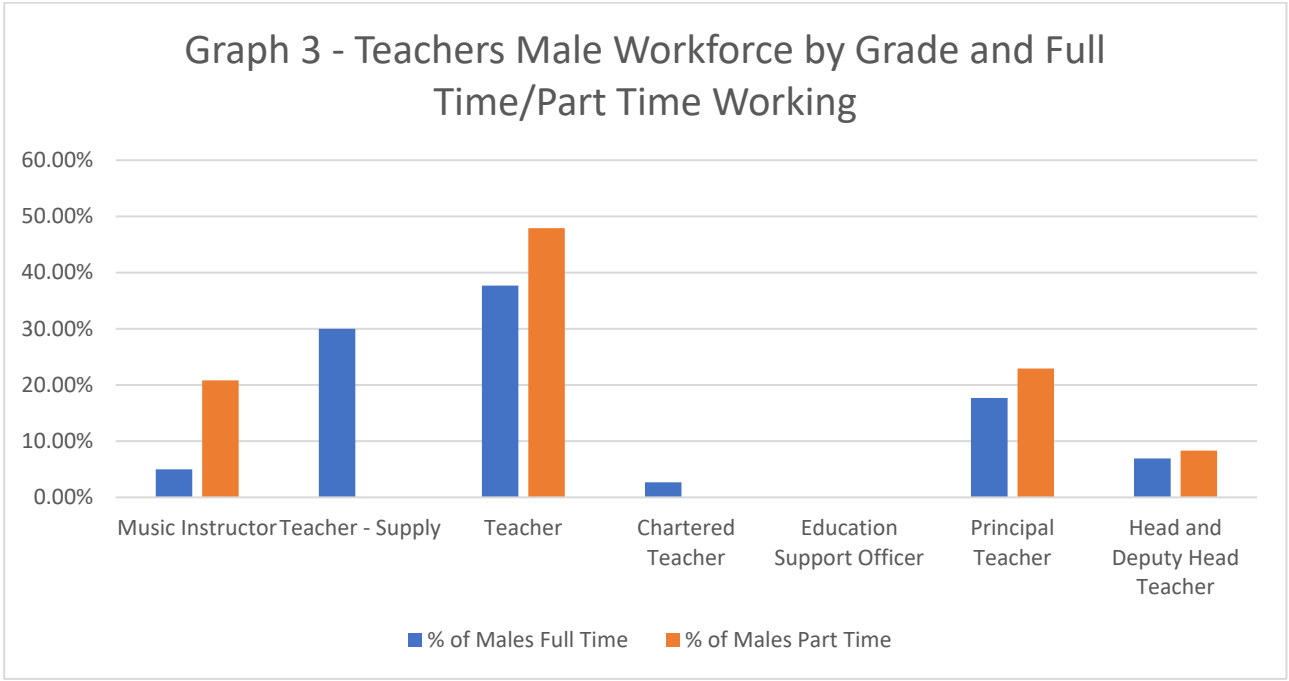
3.6 It is also evident that the number of part time workers significantly reduces from Grade 9 onwards. Whilst this is true for both male and female employees, this potentially impacts female employees more significantly than male employees. Female employees are more likely to have family and caring responsibilities and the reduction in part time work opportunities at the higher end of the pay and grading structure will mean that female employees are more likely to be in lower graded roles when returning to work or combining work with other responsibilities.

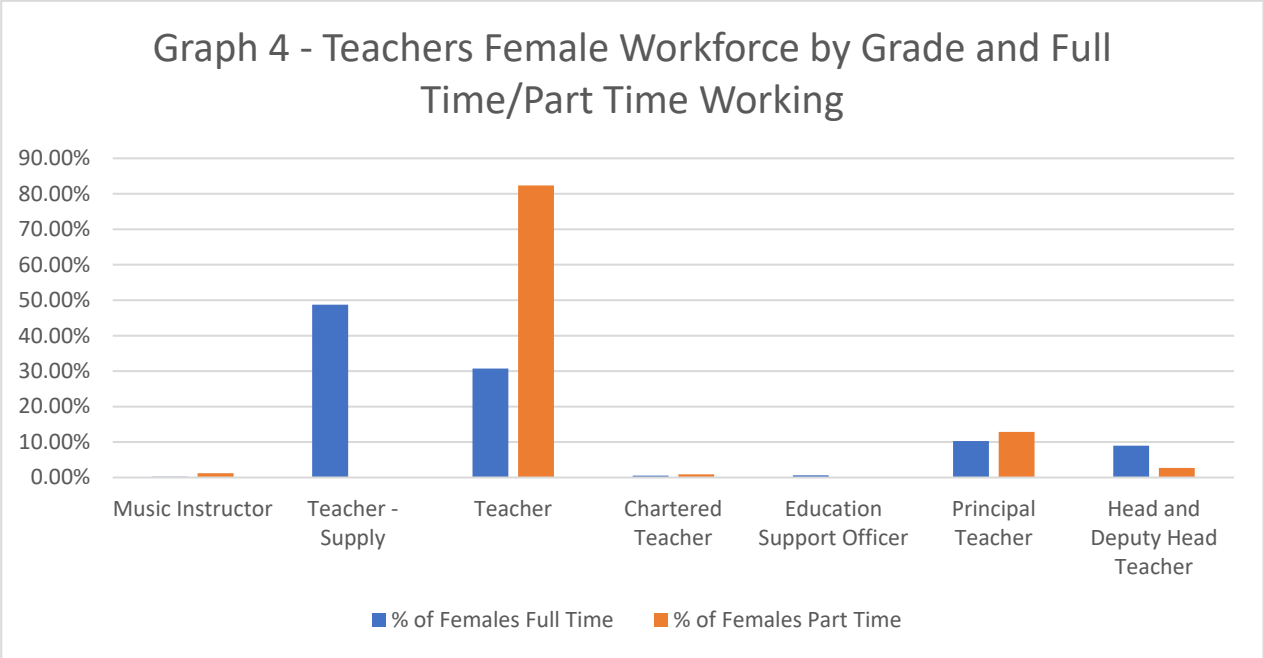
3.7 The distribution of male and female employees within the Teachers Group differs from the workforce as a whole or the Local Government Employee group. Both male and female employees are predominantly full time

Table 6 - Teachers Overall Number of Full and Part Time Workers by Gender

	Organisation	All Males			All Females		
	Number	Number	% of Group	% of All Males	Number	% of Group	% of All Females
Full Time	1,243	260	20.92%	84.42%	983	79.08%	74.64%
Part Time	382	48	12.57%	15.58%	334	87.43%	25.36%
Total	1,625	308	18.95%	100.00%	1,317	81.05%	100.00%

3.8 Graphs 3 and 4 shows the distribution of full and part time teachers by gender and grade. There are no significant differences that indicate that part time employees are concentrated in the lower grades due to gender. There is a significant percentage of both male and female employees on the Teacher grade who are part time. There are also opportunities at all levels within the pay and grading structure for part time working so there is no disadvantage to either male or female employees.





3.9 No analysis of the Chief Officials group has been undertaken as all employees are full time.

4 Pay Structure and Job Evaluation

4.1 The pay and grading structure for Local Government Employees was developed by the Council using the national pay spine for Local Government and is shown in Table 7.

Table 7 – Local Government Employees Pay and Grading Structure

Grade	JE Minimum Score	JE Maximum Score	Minimum Salary	Maximum Salary	Grade Span	Increments
SLGE2	215	249	19,118	19,369	1.31%	2
SLGE3	250	272	19,639	19,948	1.57%	2
SLGE4	273	291	20,218	20,797	2.86%	3
SLGE5	292	310	21,086	21,973	4.21%	4
SLGE6	311	329	22,629	23,960	5.88%	3
SLGE7	330	350	24,636	25,716	4.38%	3
SLGE8	351	372	26,526	28,918	9.02%	4
SLGE9	373	406	29,748	32,507	9.27%	4
SLGE10	407	432	33,510	37,696	12.49%	5
SLGE11	433	471	38,796	42,037	8.35%	4
SLGE12	472	520	43,252	47,342	9.46%	4
SLGE13	521	568	48,770	53,303	9.29%	4
SLGE14	569	611	54,924	60,075	9.38%	4
SLGE15	612	654	60,885	62,756	3.07%	3
SLGE16	655	999	63,663	65,611	3.06%	3

4.2 The design of the current pay and grading structure is comparable to those developed by other Councils for Local Government Employees. The principal design features are as follows:

- All grades allow for incremental progression.
- Most grades do not overlap, meaning that if a role is evaluated at a higher grade than the grade below, the minimum pay will be higher. There are abutted grades (the minimum of the higher grade is equivalent to the maximum of the grade below) between Grade 2 and 3 and Grade 10 and 11, which is acceptable.
- All grades are based on a range of job evaluation points which are determined using the SJC Job Evaluation scheme which is an appropriate factor based analytical scheme.
- The number of increments gradually increases from 2 to 4. The only exception is at Grade 10, where there are five increments.

4.3 It should be noted that future increases in the Scottish Local Government Living Wage are likely to result in the lower grades being eroded. Whilst this is not a specific issue for this report, this effect can be considered to impact on the integrity of the job evaluation schemes as roles currently placed within the different grades, will eventually be paid at the same rate.

4.4 Table 8 illustrates the Pay and Grading Structure for Teachers, Quality Improvement Officers, and Educational Psychologists. Unlike the pay and grading structure for Local Government Employees, the salary scales for Teachers are determined nationally. The length of the salary scale for Deputy Head Teachers and Head Teachers is to enable the size of the role to be determined and an appointment made at the appropriate point.

Further analysis could be undertaken of this group based specifically on the range of pay points applied to individuals.

Table 8 – Teachers and Educational Psychologists Pay and Grading Structure

Grade	Minimum Salary	Maximum Salary	Grade Span	Increments
Music Instructor	29,451	39,147	32.92%	6
Teacher - Supply	28,113	42,336	50.59%	6
Teacher	28,113	42,336	50.59%	6
Chartered Teacher	43,650	51,903	18.91%	6
Education Support Officer	48,063	51,903	7.99%	3
Principal Teacher	46,158	59,571	29.06%	8
Lead Teacher	48,063	68,271	42.04%	3
Quality Improvement Officer	61,185	68,271	11.58%	3
Quality Improvement Manager	71,223	71,223	0.00%	1
Head and Deputy Head Teacher	52,350	99,609	90.28%	19
Educational Psychologist	47,505	60,423	27.19%	7
Senior Educational Psychologist	64,188	64,188	0.00%	1
Principal Educational Psychologist	64,188	74,382	15.88%	9

5 Pay Gap Analysis

5.1 Having considered the distribution of the workforce and the design of the pay and grading structure this section outlines the gender pay gap.

5.2 The mean gender pay gap is calculated using the following formula:

$$\frac{\text{Male Average Hourly Rate - Female Average Hourly Rate}}{\text{Male Average Hourly Rate}} \times 100\%$$

The same calculation is also used to calculate the median gender pay gap based on the mid-point of the grade or the overall organisation.

A minus figure indicates that the pay gap favours female employees as their hourly rate is higher than male employees.

Equal Work Group refers to the grade as this indicates that roles within each grade have been determined to be 'Work Rated Equivalent' using an appropriate factor based analytical Job Evaluation scheme.

5.3 We have applied the Equalities and Human Rights Commission (EHRC) guidance as to what is a significant pay gap. The EHRC states that wherever the difference in pay is 5.00% or more it is significant and should be investigated to ensure that the reason is not due to being part of an equality group such as gender or ethnicity. Similarly, a difference of 3.00% or more may indicate that there are potential patterns of difference.

Gender Pay Gap – Total Workforce

5.4 Based on the total workforce the gender pay gap using basic hourly rates are:

Mean – 9.05% where male employees are paid on average £1.42 more than female employees per hour.

Median – 8.29% where male employees are paid a median rate of £1.03 more than female employees per hour.

A more detailed analysis has been undertaken based on each employment group. This includes an analysis where the pay gap is more than 5% at each grade.

5.5 The gender pay gap for the Local Government Employment group is:

Mean – 10.56% where male employees are paid on average £1.43 more than female employees per hour.

Median – 4.04% where male employees are paid a median rate of £0.46p more than female employees per hour.

5.6 The mean gender pay gap for all grades is shown in Table 9 and the median gender pay gap is included in Table 9a.

There are no individual grades where the gender pay gap is 5.0% or greater so we have not investigated the reason for the pay gap at grade level.

Although there are no significant differences within any individual grade, the overall mean gender pay gap of 10.56% is higher than that for the organisation as whole and is higher than that seen at any individual grade. The reason for this is primarily due to the distribution of the workforce which has been discussed in Section 3.

Table 9 - Mean Gender Pay Gap - Local Government Employees								
Equal Work Group	All Males			All Females			Pay Gap	
	Number	Average Basic Pay	Average Basic Hourly Rate	Number	Average Basic Pay	Average Basic Hourly Rate	Difference (£)	Pay Gap (%)
MODAPP	4	£9,125	£5.00	2	£9,125	£5.00	£0.00	0.00%
ASP TUPE	2	£35,459	£17.00	0				
SLGE2	101	£19,186	£9.97	493	£19,150	£9.95	£0.02	0.20%
SLGE3	106	£19,702	£10.24	801	£19,720	£10.23	£0.01	0.10%
SLGE4	310	£20,208	£10.56	1,178	£19,408	£10.53	£0.03	0.28%
SLGE5	249	£21,138	£11.16	1,436	£20,449	£11.07	£0.09	0.81%
SLGE6	121	£22,859	£12.11	607	£22,450	£12.00	£0.11	0.91%
SLGE7	87	£24,754	£13.06	759	£24,057	£12.98	£0.08	0.61%
SLGE8	77	£26,682	£14.44	159	£27,036	£14.64	-£0.20	-1.39%
SLGE9	96	£30,643	£16.56	209	£29,951	£16.39	£0.17	1.03%
SLGE10	48	£34,942	£18.86	129	£34,810	£18.61	£0.25	1.33%
SLGE11	80	£39,333	£21.54	155	£39,170	£21.44	£0.10	0.46%
SLGE12	54	£44,111	£24.15	90	£43,770	£23.83	£0.32	1.33%
SLGE13	16	£49,871	£27.33	26	£48,815	£26.69	£0.64	2.34%
SLGE14	3	£54,613	£29.93	2	£55,167	£30.23	-£0.30	-1.00%
SLGE15	5	£58,324	£31.96	6	£58,506	£32.06	-£0.10	-0.31%
SLGE16	14	£61,370	£33.49	9	£60,974	£33.41	£0.08	0.24%
Overall	**1,373**	**£25,416**	**£13.54**	**6,061**	**£22,555**	**£12.11**	**£1.43**	**10.56%**

Table 9a - Median Gender Pay Gap - Local Government Employees								
Equal Work Group	All Males			All Females			Pay Gap	
	Number	Median	Median Basic	Number	Median Basic	Median Basic	Difference	Pay Gap (%)
MODAPP	4	£9,125	£5.00	2	£9,125	£5.00	£0.00	0.00%
ASP TUPE	2	£35,459	£17.00	0				0.00%
SLGE2	101	£19,118	£9.91	493	£19,118	£9.91	£0.00	0.00%
SLGE3	106	£19,639	£10.18	801	£19,639	£10.18	£0.00	0.00%
SLGE4	310	£20,507	£10.63	1,178	£19,125	£10.48	£0.15	1.41%
SLGE5	249	£21,086	£11.08	1,436	£20,220	£10.93	£0.15	1.35%
SLGE6	121	£22,665	£12.06	607	£22,629	£11.73	£0.33	2.74%
SLGE7	87	£24,636	£13.12	759	£24,326	£12.77	£0.35	2.67%
SLGE8	77	£27,355	£14.55	159	£27,355	£14.99	-£0.44	-3.02%
SLGE9	96	£30,750	£16.85	209	£30,750	£16.85	£0.00	0.00%
SLGE10	48	£35,659	£19.26	129	£35,574	£18.97	£0.29	1.51%
SLGE11	80	£39,765	£21.79	155	£39,765	£21.79	£0.00	0.00%
SLGE12	54	£44,783	£24.54	90	£44,783	£24.54	£0.00	0.00%
SLGE13	16	£50,422	£27.63	26	£49,701	£27.23	£0.40	1.45%
SLGE14	3	£53,506	£29.32	2	£55,167	£30.23	-£0.91	-3.10%
SLGE15	5	£58,506	£32.06	6	£58,506	£32.06	£0.00	0.00%
SLGE16	14	£61,189	£33.53	9	£61,189	£33.53	£0.00	0.00%
Overall	**1,373**	**£21,406**	**£11.39**	**6,061**	**£20,218**	**£10.93**	**£0.46**	**4.04%**

5.7 The same analysis has been undertaken for the Teaching employee group.

Mean – 3.06% where male employees are paid on average £0.75p more than female employees per hour.

Median – 0.00% where male employees are paid the same median rate as female employees.

5.8 The mean gender pay gap for all grades is shown in Table 10 and the median gender pay gap is included in Table 10a.

5.9 Although the mean and median pay gaps are lower than those for the organisation as whole and the Local Government Employment group, there are significant differences of 5.00% or more within individual grades. Based on the mean gender pay gap, the significant differences are as follows:

Chartered Teacher – the small number of employees within this grade extenuates the gender pay gap where there is a difference in the incremental position within the grade. There are 3 males and 1 female at the grade maximum. The current incremental position also reflects the start date and length of service in this role and there are 2 female employees whose start date is from October 2021.

Head and Deputy Head Teacher – the pay range for this level consists of nineteen points and covers all types and size of school. There are more males at the top pf the pay range or who are Head Teachers in secondary schools, whereas female Heads and Deputy Heads are more likely to be in the primary sector or smaller schools.

Principal Teacher – there are several different roles that are paid on this scale, but the main role of Principal Teacher is the most highly occupied for both male and female employees. The average male salary is £51,762 and the average female salary is £49,379 per annum. The average female salary is lower due to the number of recent new starters at this level, there were 23 new starters from August 2022, of which 12 are at the grade minimum. This reduces the female average salary and creates a gender pay gap which will reduce at employees' progress through the pay scale.

Educational Psychologist – The overall group only consists of 7 employees. The male employee is currently paid at the grade maximum and has longer service than most female employees. There is no evidence that female employees will not progress through the grade as there are female employees paid at the grade maximum; but their average salary is reduced based on the distribution of the current group and length of service.

Table 10 - Mean Gender Pay Gap - Teachers								
Equal Work Group	All Males			All Females			Pay Gap	
	Number	Average Basic Pay	Average Basic Hourly Rate	Number	Average Basic Pay	Average Basic Hourly Rate	Difference (£)	Pay Gap (%)
Music Instructor	23	£39,147	£21.45	6	£39,147	£21.45	£0.00	0.00%
Teacher - Supply	78	£39,985	£21.91	479	£40,751	£22.33	-£0.42	-1.92%
Teacher - Main	121	£40,747	£22.33	577	£40,568	£22.23	£0.10	0.45%
Chartered Teacher	7	£50,260	£27.54	8	£46,097	£25.26	£2.28	8.28%
Education Support Officer	0			6	£51,263	£28.09		
Principal Teacher	57	£52,041	£28.52	144	£49,417	£27.08	£1.44	5.05%
Head and Deputy Headteacher	22	£65,342	£35.81	97	£58,816	£32.23	£3.58	10.00%
Trainee Educational	0			1	£15,000	£8.22		
Educational Psychologist	1	£60,423	£33.11	6	£56,681	£31.06	£2.05	6.19%
Deputy Principal and Principal Educational Psychologist	0			1	£69,279	£37.96		
Quality Improvement Officer	0			8	£68,271	£37.41		
Quality Improvement Manager	2	£71,223	£39.03	6	£71,223	£39.03	£0.00	0.00%
Overall	**311**	**£44,720**	**£24.51**	**1,339**	**£43,359**	**£23.76**	**£0.75**	**3.06%**

Table 10a - Median Gender Pay Gap - Teachers								
Equal Work Group	All Males			All Females			Pay Gap	
	Number	Median Basic Pay	Median Basic Hourly Rate	Number	Median Basic Pay	Median Basic Hourly Rate	Difference (£)	Pay Gap (%)
Music Instructor	23	£39,147	£21.45	6	£39,147	£21.45	£0.00	0.00%
Teacher - Supply	78	£42,336	£23.20	479	£42,336	£23.20	£0.00	0.00%
Teacher - Main	121	£42,336	£23.20	577	£42,336	£23.20	£0.00	0.00%
Chartered Teacher	7	£51,903	£28.44	8	£45,117	£24.72	£3.72	13.08%
Education Support Officer	0			6	£51,903	£28.44		
Principal Teacher	57	£51,903	£28.44	144	£48,063	£26.34	£2.10	7.38%
Head and Deputy Headteacher	22	£61,185	£33.53	97	£57,657	£31.59	£1.94	5.79%
Trainee Educational	0			1	£15,000	£8.22		
Educational Psychologist	1	£60,423	£33.11	6	£59,387	£32.54	£0.57	1.72%
Deputy Principal and Principal Educational Psychologist	0			1	£69,279	£37.96		
Quality Improvement Officer	0			8	£68,271	£37.41		
Quality Improvement Manager	2	£71,223	£39.03	6	£71,223	£39.03	£0.00	0.00%
Overall	**311**	**£42,336**	**£23.20**	**1,339**	**£42,336**	**£23.20**	**£0.00**	**0.00%**

5.10 The same analysis has been undertaken for the Chief Officials employee group. In view of the number of employees at this level, we have not included the same tables as for the other employment groups. The outcomes are as follows.

Mean – -8.93% 3.06% where female employees are paid on average £4.11 more than male employees per hour.

Median – 0.00% where male employees are paid the same median rate as female employees.

5.11 The reason for the mean gender pay gap is attributable to the Chief Executive role. There are no differences in gender pay for the other Chief Official roles as all are paid a spot salary.

Service Areas

5.12 It is also important to understand the gender pay gap within each Service Area. The following analysis is based on all areas with a Head of Service excluding the smaller services.

5.13 The mean and median gender pay gaps for all areas is higher compared to the overall organisation or specific employment groups. This indicates that the distribution of the workforce within each group is similar and that male employees are more likely to be in roles at the upper end of the pay and grading structure. This then creates a higher average rate for male employees resulting in the gender pay gap.

This is an issue that all services need to consider to reduce the gender pay gap within their own service and the organisation as whole.

5.14 Although the report does not include individual tables for each service, we have reviewed the gender pay gap for each grade. Despite the higher gender pay gap as shown in Tables 11 and 11a, there are very few significant differences within individual grades as would be expected in an incremental structure. The differences identified are as follows.

Commercial – Grade SLGE13 – All employees within this grade are recent appointments at this level. Both male and female employees have been appointed at the grade maximum and several female appointments are across the grade. As there is only one male employee, this means that the average male hourly rate is higher than the average female rate. Although there is no gender bias, the reason for the appointments at the grade maximum should be investigated.

Strategic Planning – Grade SLGE10 – the gender pay gap favours the female employee within this grade. They have significantly longer service and have therefore had the opportunity to progress through the grade whereas the male employee is a recent starter.

Development and Economic Growth – Grade SLGE13 – the female employees are recent appointments and are paid at the grade minimum, whereas the male employees have significantly longer service and have had the opportunity to progress to the grade maximum.

Education – Grade SLGE14 – significant gender pay gaps have already been identified and discussed in Para. 5.9 for Teaching roles.

The female employee is a recent appointment and is paid at the lower end of the grade, whereas the male employee has significantly longer service and has had the opportunity to progress to the grade maximum.

Table 11 – Mean Gender Pay Gap by Service Area								
Service	All Males			All Females			Pay Gap	
	Number	Average Basic Pay	Average Basic Hourly Rate	Number	Average Basic Pay	Average Basic Hourly Rate	Difference (£)	Difference (%)
Adults – Acute & Complex Care	40	£26,979	£14.72	222	£26,373	£14.33	£0.39	2.65%
Adults – Health & Community Care	67	£23,125	£12.09	794	£24,171	£12.63	-£0.54	-4.47%
Children, Families & Justice	93	£28,829	£15.42	405	£26,494	£14.11	£1.31	8.50%
Commercial Services	128	£23,677	£12.50	1,068	£20,276	£10.55	£1.95	15.60%
Customer Support Services	62	£36,248	£19.83	117	£30,237	£16.56	£3.27	16.49%
Development & Economic Growth	88	£36,189	£19.83	120	£32,127	£17.61	£2.22	11.20%
Education	581	£33,886	£18.47	4,213	£28,027	£15.33	£3.14	17.00%
Financial Services	26	£30,534	£16.73	118	£28,096	£15.40	£1.33	7.95%
Legal & Regulatory Services	22	£34,801	£18.99	78	£32,377	£17.74	£1.25	6.58%
Roads & Infrastructure Services	571	£24,072	£12.60	224	£21,454	£11.30	£1.30	10.32%
Strategic Planning	5	£39,155	£21.46	11	£30,051	£16.23	£5.23	24.37%
Overall	**1,683**	**£29,091**	**£15.62**	**7,370**	**£26,306**	**£14.21**	**£1.41**	**9.03%**

Table 11a – Median Gender Pay Gap by Service Area								
Service	All Males			All Females			Pay Gap	
	Number	Average Basic Pay	Average Basic Hourly Rate	Number	Average Basic Pay	Average Basic Pay	Average Basic Hourly Rate	Pay Gap (%)
Adults – Acute & Complex Care	40	£22,008	£12.06	222	£22,008	£11.73	£0.33	2.74%
Adults – Health & Community Care	67	£21,086	£10.93	794	£22,629	£11.73	-£0.80	-7.32%
Children, Families & Justice	93	£25,092	£13.12	405	£23,960	£12.42	£0.70	5.34%
Commercial Services	128	£19,369	£10.04	1,068	£19,639	£10.18	-£0.14	-1.39%
Customer Support Services	62	£37,794	£20.71	117	£28,140	£15.42	£5.29	25.54%
Development & Economic Growth	88	£35,659	£19.54	120	£30,750	£16.85	£2.69	13.77%
Education	581	£35,643	£19.53	4,213	£20,786	£11.39	£8.14	41.68%
Financial Services	26	£30,294	£16.60	118	£25,065	£13.73	£2.87	17.29%
Legal & Regulatory Services	22	£31,315	£17.16	78	£30,750	£16.85	£0.31	1.81%
Roads & Infrastructure Services	571	£21,375	£11.08	224	£19,948	£10.48	£0.60	5.42%
Strategic Planning	5	£39,765	£21.79	11	£28,918	£14.99	£6.80	31.21%
Overall	**1,683**	**£23,266**	**£12.42**	**7,370**	**£21,086**	**£11.39**	**£1.03**	**8.29%**

Additional Pay

5.15 Additional pay elements are not a significant part of the Council's approach to pay. Based on those pay elements identified in Table12, the cost of these elements was £99,769 in the census pay period. Based on the low value of these payments, there is not likely to be any significant change in the gender pay gap if these are considered.

5.16 There is no evidence that payments are applied differently based on gender but are paid to all occupants of the role that they apply to. The only payment that applies to male employees only is a Pay Supplement. The value of this payment is £636 and paid to the Ferry Operatives. The reason for this payment should be confirmed to confirm that the payment is still required and determine if there are other roles that could qualify.

Table 12 – Additional Pay – Local Government Employees									
	Females			Males			All Employees		
Pay Element	Recipients	Total	Average	Recipients	Total	Average	Recipients	Total	Average
1/3 ENHANCED NS-WAKINGNIGHTDUTY	174	10,970	63	22	1,363	62	196	12,333	63
ADDITION TO PAY (FIXED AMOUNT)				1	547	547	1	547	547
CAR LEASE DEDUCTIONS	18	3,669	204	5	934	187	23	4,603	200
DISTANT ISLANDS ALLOWANCE - CASH	10	464	46	2	102	51	12	565	47
DISTANT ISLANDS ALLOWANCE - OTHERS	50	5,835	117	12	1,451	121	62	7,285	118
Disturbance (NOT) on stand-by	12	315	26	23	1,238	54	35	1,553	44
Disturbance when on Stand-By	36	1,175	33	59	1,389	24	95	2,564	27
EMERGENCY CALL OUT @ 1 & 1/2				2	86	43	2	86	43
ESSENTIAL USER LUMP SUM - ESSENTIAL	13	877	67	18	1,233	69	31	2,110	68
FIRST AID ALLOWANCE - CASH	120	2,366	20	9	266	30	129	2,632	20
LIVING WAGE	2	1,677	838	3	2,181	727	5	3,858	772
NIGHT DUTY 1/3 ENHANCEMENT	58	24,704	426	6	3,122	520	64	27,826	435
PAY SUPPLEMENT				3	1,907	636	3	1,907	636
SLEEP IN ALLOWANCE	29	4,660	161	3	861	287	32	5,521	173
STANDBY ALLOWANCE	71	3,459	49	106	12,713	120	177	16,172	91
TELEPHONE ALLOWANCE	1	12	12	2	24	12	3	36	12
TRAVELLING TIME	50	9,385	188	2	786	393	52	10,171	196
Total	**644**	**69,566**	**108**	**278**	**30,203**	**109**	**922**	**99,769**	**108**

6 Protected Characteristic Pay Gaps

6.1 Data has been provided on the full range of Protected Characteristics in addition to gender including.

Age (Date of Birth)

Disability

Ethnicity

Sexual Orientation

Nationality Citizenship

Religion

Marital Status

6.2 The following analysis is based on Age, Disability and Ethnicity as in other areas the data available does not provide sufficient information to undertake valid analysis.

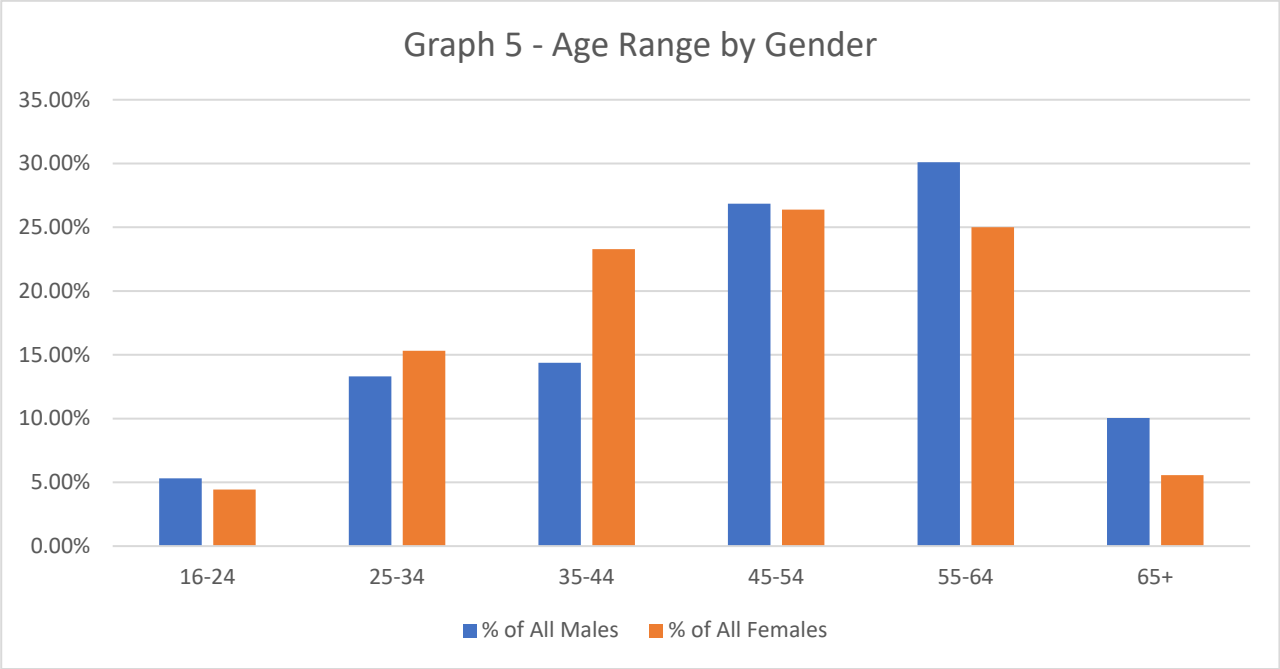
Protected Characteristic – Age

6.3 Table 13 illustrates the age range by gender for the entire workforce, which is also shown in Graph 5. The overall age distribution is as seen in similar organisations in that there are fewer employees, irrespective of gender at the lower and upper age ranges.

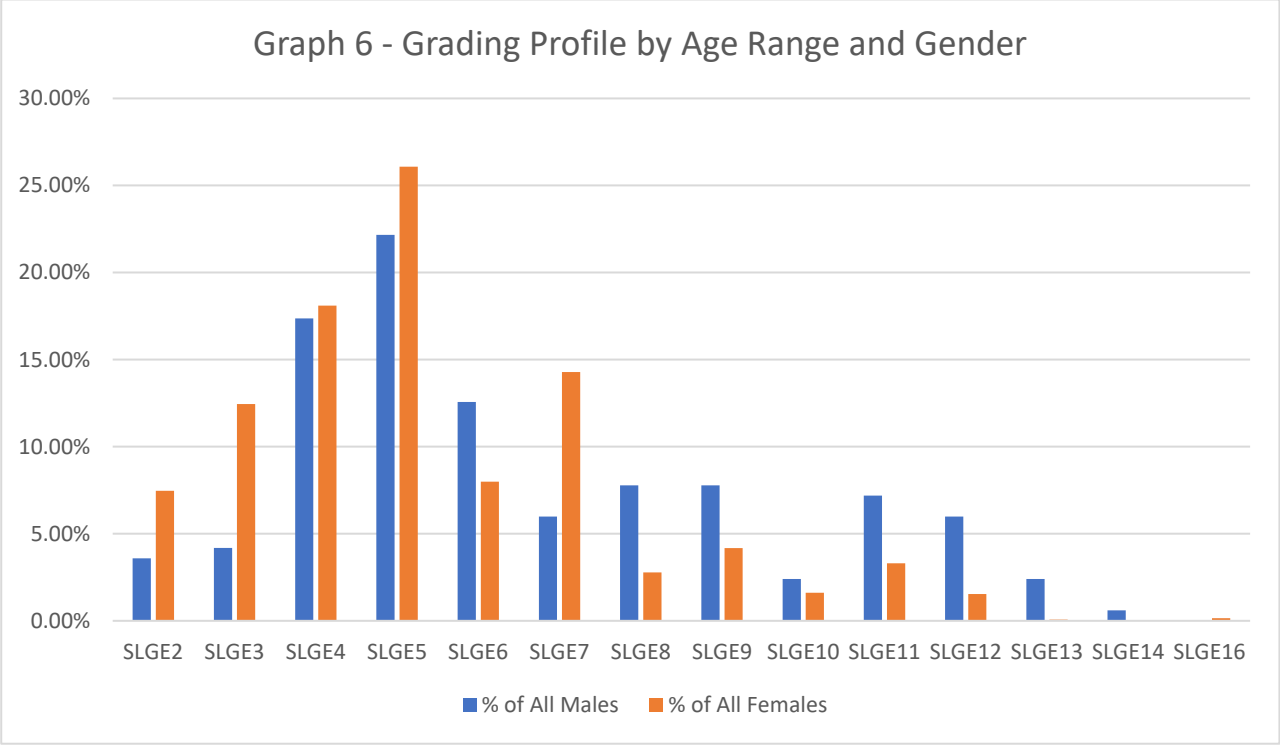
It is noticeable that a higher percentage of the female workforce (23.28%) are aged between 35 and 44 compared to the male workforce (14.37%). This may be an indication of women returners to work following family leave.

Table 13 – Age Distribution – All Employees

Range	Organisation	All Males			All Females		
	Number	Number	% of Age Range	% of All Males	Number	% of Age Range	% of All Females
16-24	419	90	21.48%	5.32%	329	78.52%	4.44%
25-34	1,359	225	16.56%	13.31%	1,134	83.44%	15.31%
35-44	1,968	243	12.35%	14.37%	1,725	87.65%	23.28%
45-54	2,409	454	18.85%	26.85%	1,955	81.15%	26.39%
55-64	2,362	509	21.55%	30.10%	1,853	78.45%	25.01%
65+	583	170	29.16%	10.05%	413	70.84%	5.57%
Total	**9,100**	**1,691**	**18.58%**	**100.00%**	**7,409**	**81.42%**	**100.00%**



Graph 6 shows the grading profile of employees within the 35 to 44 Age Range (Local Government Employees). As can be seen female employees are more likely to be Grade 2 to 7 compared to male employees who are in every grade except SLGE15. This may suggest that there is a limitation of women returning to work as part time working is also limited at the upper end of the pay and grading structure.



6.4 Table 14 shows the age distribution for Local Government Employees only. As would be expected this reflects the pattern for the workforce as whole as Local Government Employees account for 81.69% of the workforce.

Table 14 - Age Distribution – Local Government Employees

Age Range	Organisation	All Males			All Females		
	Number	Number	% of Range	% of All Males	Number	% of Range	% of All Females
16-24	388	87	22.42%	6.34%	301	77.58%	4.97%
25-34	1,026	167	16.28%	12.16%	859	83.72%	14.17%
35-44	1,532	167	10.90%	12.16%	1,365	89.10%	22.52%
45-54	2,005	368	18.35%	26.80%	1,637	81.65%	27.01%
55-64	1,999	430	21.51%	31.32%	1,569	78.49%	25.89%
65+	484	154	31.82%	11.22%	330	68.18%	5.44%
Total	**7,434**	**1,373**	**18.47%**	**100.00%**	**6,061**	**81.53%**	**100.00%**

6.5 The age range distribution for Teaching is far more consistent across the age ranges compared to the total workforce and Local Government Employees. No further analysis has been undertaken.

Table 15 - Age Distribution – Teaching Employees

Age Range	Organisation	All Males			All Females		
	Number	Number	% of Range	% of All Males	Number	% of Range	% of All Females
16-24	31	3	9.68%	0.96%	28	90.32%	2.09%
25-34	333	58	17.42%	18.65%	275	82.58%	20.54%
35-44	433	75	17.32%	24.12%	358	82.68%	26.74%
45-54	399	85	21.30%	27.33%	314	78.70%	23.45%
55-64	355	74	20.85%	23.79%	281	79.15%	20.99%
65+	99	16	16.16%	5.14%	83	83.84%	6.20%
Total	**1,650**	**311**	**18.85%**	**100.00%**	**1,339**	**81.15%**	**100.00%**

6.6 It is also important to monitor the gender pay gap by age range. Table 16 shows the age-related mean gender pay gap and Table 16 the median age-related pay gap.

6.7 The age-related gender pay gap is typical of that seen in similar organisations. In the lower age range the gender pay gap favours female employees, but this then increases between ages 25 to 34 and peaks at 17.01% between ages 35 and 44 and then decreases in the higher age ranges.

6.8 It is significant that the highest pay gap is at ages 35 to 44 as this was the age range where there was a significant difference between the percentage of the female and male workforces (See Para. 6.3). Our analysis has also shown that within this age range, the grading profile of male and female employees is quite different (See Graph 5)

Table 16 – Mean Gender Pay Gap by Age Range All Employees								
Age Range	**All Males**			**All Females**			**Pay Gap**	
	Number	**Average Basic Pay**	**Average Basic Hourly Rate**	**Number**	**Average Basic Pay**	**Average Basic Hourly Rate**	**Difference (£)**	**Pay Gap (%)**
16-24	90	£21,206	£11.37	329	£21,941	£11.80	-£0.43	-3.78%
25-34	225	£27,962	£15.08	1,134	£26,508	£14.37	£0.71	4.71%
35-44	243	£32,632	£17.64	1,725	£27,023	£14.64	£3.00	17.01%
45-54	454	£30,733	£16.53	1,955	£26,795	£14.49	£2.04	12.34%
55-64	509	£29,894	£16.02	1,853	£26,309	£14.17	£1.85	11.55%
65+	170	£24,082	£12.76	413	£25,567	£13.76	-£1.00	-7.84%
Total	**1,691**	**£29,209**	**£15.69**	**7,409**	**£26,399**	**£14.27**	**£1.42**	**9.05%**

Table 16a – Median Gender Pay Gap by Age Range All Employees								
Age Range	All Males			All Females			Pay Gap	
	Number	Median Basic Pay	Median Basic Hourly Rate	Number	Median Basic Pay	Median Basic Hourly Rate	Difference (£)	Pay Gap (%)
16-24	90	£19,946	£10.93	329	£19,946	£10.93	£0.00	0.00%
25-34	225	£23,943	£12.77	1,134	£22,629	£11.73	£1.04	8.15%
35-44	243	£27,355	£14.99	1,725	£21,406	£11.39	£3.60	24.01%
45-54	454	£24,636	£12.77	1,955	£21,086	£11.39	£1.38	10.81%
55-64	509	£23,960	£12.42	1,853	£21,086	£11.39	£1.03	8.29%
65+	170	£20,507	£10.63	413	£20,507	£10.93	-£0.30	-2.82%
Overall	**1,691**	**£23,266**	**£12.42**	**7,409**	**£21,086**	**£11.39**	**£1.03**	**8.29%**

Protected Characteristic - Disability

6.9 The total number of employees that have a disability is 186, which is equivalent to 2.04% of the total workforce. However, there are 5,212 employees for whom data is not available. Based on the workforce that data is available for, the percentage of those with a disability would increase to 4.78%.

6.10 The overall number of employees with a disability within each grade accounts for a small percentage of people, so it is difficult to reliably identify specific issues. However, it is noticeable that most employees with a disability are concentrated in the lower grades of the Local Government Employee group between Grade 2 and 5.

6.11 The distribution of employees with a disability is shown in Table 17 for Local Government Employees and Table 17a for Teachers. There are no employees with a disability in the Chief Officials group based on the data available.

6.12 The disability pay gap is 4.73% compared to the overall gender pay gap of 9.05% for the overall workforce. Table 18 shows the disability pay gap but only includes those grades where there are employees with a disability. There is only one grade where the disability pay gap is significant is the Head Teacher grade.

Head Teacher and Deputy Head Teacher – the disability pay gap is 11.72%, however, there is only one employee with a disability within the group. The disabled employee is a recent starter and is a Deputy Head Teacher appointed at the grade minimum. The non-disabled group consists of employee's with varying length of service at Deputy and Head Teacher levels who have progressed through the grade.

Table 17 – Employees Disability – Local Government Employees										
Equal Work Group	Organisation	Not Disabled			Disabled			Unknown		
	Number	Number	% of Group	% of Not Disabled	Number	% of Group	% of Disabled	Number	% of Group	% of Disabled Unknown
ASP TUPE	2	0	0.00%	0.00%	0	0.00%	0.00%	2	100.00%	0.05%
MODAPP	6	2	33.33%	0.07%	1	16.67%	0.61%	3	50.00%	0.07%
SLGE2	594	225	37.88%	7.40%	19	3.20%	11.52%	350	58.92%	8.28%
SLGE3	907	334	36.82%	10.98%	16	1.76%	9.70%	557	61.41%	13.17%
SLGE4	1,488	584	39.25%	19.20%	26	1.75%	15.76%	878	59.01%	20.77%
SLGE5	1,685	651	38.64%	21.41%	32	1.90%	19.39%	1,002	59.47%	23.70%
SLGE6	728	292	40.11%	9.60%	10	1.37%	6.06%	426	58.52%	10.08%
SLGE7	846	318	37.59%	10.46%	16	1.89%	9.70%	512	60.52%	12.11%
SLGE8	236	116	49.15%	3.81%	6	2.54%	3.64%	114	48.31%	2.70%
SLGE9	305	160	52.46%	5.26%	16	5.25%	9.70%	129	42.30%	3.05%
SLGE10	177	92	51.98%	3.03%	4	2.26%	2.42%	81	45.76%	1.92%
SLGE11	235	123	52.34%	4.04%	8	3.40%	4.85%	104	44.26%	2.46%
SLGE12	144	86	59.72%	2.83%	7	4.86%	4.24%	51	35.42%	1.21%
SLGE13	42	30	71.43%	0.99%	2	4.76%	1.21%	10	23.81%	0.24%
SLGE14	5	3	60.00%	0.10%	1	20.00%	0.61%	1	20.00%	0.02%
SLGE15	11	8	72.73%	0.26%	1	9.09%	0.61%	2	18.18%	0.05%
SLGE16	23	17	73.91%	0.56%	0	0.00%	0.00%	6	26.09%	0.14%
Total	**7,434**	**3,041**	**40.91%**	**100.00%**	**165**	**2.22%**	**100.00%**	**4,228**	**56.87%**	**100.00%**

Table 17A – Employees Disability - Teachers										
Equal Work Group	Organisation	Not Disabled			Disabled			Unknown		
	Number	Number	% of Group	% of Not Disabled	Number	% of Group	% of Disabled	Number	% of Group	% of Disabled Unknown
CHARTTCH	15	10	66.67%	1.54%	0	0.00%	0.00%	5	33.33%	0.51%
HT&DHTCH	119	66	55.46%	10.17%	1	0.84%	4.76%	52	43.70%	5.31%
PRINCTCH	201	101	50.25%	15.56%	0	0.00%	0.00%	100	49.75%	10.20%
SUPPMAIN	557	216	38.78%	33.28%	8	1.44%	38.10%	333	59.78%	33.98%
TAB	29	16	55.17%	2.47%	2	6.90%	9.52%	11	37.93%	1.12%
TCHMAIN	698	221	31.66%	34.05%	10	1.43%	47.62%	467	66.91%	47.65%
TEP	1	0	0.00%	0.00%	0	0.00%	0.00%	1	100.00%	0.10%
TZA	7	2	28.57%	0.31%	0	0.00%	0.00%	5	71.43%	0.51%
TZC	1	1	100.00%	0.15%	0	0.00%	0.00%	0	0.00%	0.00%
TZD	6	4	66.67%	0.62%	0	0.00%	0.00%	2	33.33%	0.20%
TZE	8	6	75.00%	0.92%	0	0.00%	0.00%	2	25.00%	0.20%
TZF	8	6	75.00%	0.92%	0	0.00%	0.00%	2	25.00%	0.20%
Total	**1,650**	**649**	**39.33%**	**100.00%**	**21**	**1.27%**	**100.00%**	**980**	**59.39%**	**100.00%**

Table 18 – Mean Disability Pay Gap								
Equal Work Group	Not Disabled			Disabled			Pay Gap	
	Number	Average Basic Pay	Average Basic Hourly Rate	Number	Average Basic Pay	Average Basic Hourly Rate	Difference (£)	Pay Gap (%)
MODAPP	2	£9,125	£5.00	1	£9,125	£5.00	£0.00	0.00%
SLGE2	225	£19,199	£9.96	19	£19,263	£9.99	-£0.02	-0.22%
SLGE3	334	£19,730	£10.23	16	£19,601	£10.23	£0.00	0.00%
SLGE4	584	£19,555	£10.54	26	£19,379	£10.55	-£0.01	-0.07%
SLGE5	651	£20,534	£11.10	32	£20,381	£11.07	£0.04	0.32%
SLGE6	292	£22,574	£12.12	10	£22,599	£12.25	-£0.13	-1.06%
SLGE7	318	£24,163	£13.02	16	£23,828	£12.92	£0.10	0.78%
SLGE8	116	£27,229	£14.77	6	£27,221	£14.92	-£0.15	-0.99%
SLGE9	160	£30,333	£16.56	16	£30,207	£16.49	£0.07	0.42%
SLGE10	92	£35,281	£18.92	4	£35,399	£19.40	-£0.47	-2.51%
SLGE11	123	£39,436	£21.58	8	£39,617	£21.71	-£0.13	-0.60%
SLGE12	86	£44,115	£24.06	7	£44,408	£24.13	-£0.07	-0.30%
SLGE13	30	£49,457	£27.05	2	£49,701	£27.23	-£0.19	-0.69%
SLGE14	3	£54,613	£29.93	1	£53,506	£29.32	£0.61	2.03%
SLGE15	8	£58,506	£32.06	1	£57,594	£31.56	£0.50	1.56%
TAB	16	£39,147	£21.45	2	£39,147	£21.45	£0.00	0.00%
SUPPMAIN	216	£41,067	£22.50	8	£39,980	£21.91	£0.60	2.65%
TCHMAIN	221	£42,018	£23.02	10	£42,336	£23.20	-£0.17	-0.76%

Table 18 – Mean Disability Pay Gap								
HT&DHTCH	66	£61,126	£33.50	1	£53,964	£29.57	£3.92	11.72%
Overall	**3,543**	**£28,014**	**£15.15**	**186**	**£26,634**	**£14.43**	**£0.72**	**4.73%**

Protected Characteristic – Ethnicity

6.13 The total number of non-white employees is 62, which is equivalent to 0.68% of the total workforce. However, there are 4,114 employees for whom data is not available. Based on the workforce that data is available for, then the percentage would increase to 1.24%.

6.14 The overall number of non-white employees within each grade accounts for a small percentage of people within the grade, so it is difficult to identify specific issues. However, it is noticeable that most employees are concentrated in the lower grades of the Local Government Employee group between Grade 2 and 5.

6.15 The distribution of non-white employees is shown in Table 19 for Local Government Employees only. There are only 2 non-white employees within the Teaching group and none within the Chief Officials group based on the data available.

6.16 The ethnicity pay gap is 9.92% compared to the overall gender pay gap of 9.05% for the overall workforce. Table 20 shows the ethnicity pay gap but only includes those grades where there are relevant employees. There are no individual grades where the ethnicity pay gap is significant.

Table 19 – Distribution of Employees by Grade and Ethnicity										
Equal Work Group	Organisation	White			Non-White			Ethnicity - No Response		
	Number	Number	% of Group	% of White	Number	% of Group	% of Non-White	Number	% of Group	% of Ethnicity - No Response
ASP TUPE	2	0	0.00%	0.00%	0	0.00%	0.00%	2	100.00%	0.06%
MODAPP	6	3	50.00%	0.07%	0	0.00%	0.00%	3	50.00%	0.09%
SLGE2	594	290	48.82%	7.16%	8	1.35%	13.33%	296	49.83%	8.90%
SLGE3	907	435	47.96%	10.74%	6	0.66%	10.00%	466	51.38%	14.02%
SLGE4	1,488	791	53.16%	19.54%	10	0.67%	16.67%	687	46.17%	20.66%
SLGE5	1,685	903	53.59%	22.30%	12	0.71%	20.00%	770	45.70%	23.16%
SLGE6	728	384	52.75%	9.48%	5	0.69%	8.33%	339	46.57%	10.20%
SLGE7	846	458	54.14%	11.31%	4	0.47%	6.67%	384	45.39%	11.55%
SLGE8	236	147	62.29%	3.63%	2	0.85%	3.33%	87	36.86%	2.62%
SLGE9	305	206	67.54%	5.09%	2	0.66%	3.33%	97	31.80%	2.92%
SLGE10	177	123	69.49%	3.04%	3	1.69%	5.00%	51	28.81%	1.53%
SLGE11	235	140	59.57%	3.46%	6	2.55%	10.00%	89	37.87%	2.68%
SLGE12	144	107	74.31%	2.64%	1	0.69%	1.67%	36	25.00%	1.08%
SLGE13	42	33	78.57%	0.82%	1	2.38%	1.67%	8	19.05%	0.24%
SLGE14	5	4	80.00%	0.10%	0	0.00%	0.00%	1	20.00%	0.03%
SLGE15	11	8	72.73%	0.20%	0	0.00%	0.00%	3	27.27%	0.09%
SLGE16	23	17	73.91%	0.42%	0	0.00%	0.00%	6	26.09%	0.18%
Total	**7,434**	**4,049**	**54.47%**	**100.00%**	**60**	**0.81%**	**100.00%**	**3,325**	**44.73%**	**100.00%**

Table 20 – Ethnicity Pay Gap								
Equal Work Group	White			Non-White			Pay Gap	
	Number	Average Basic Pay	Average Basic Hourly Rate	Number	Average Basic Pay	Average Basic Hourly Rate	Difference (£)	Pay Gap (%)
SLGE2	290	£19,178	£9.96	8	£19,212	£9.96	£0.00	-0.01%
SLGE3	435	£19,713	£10.22	6	£19,691	£10.21	£0.02	0.18%
SLGE4	791	£19,534	£10.54	10	£19,537	£10.53	£0.01	0.14%
SLGE5	903	£20,545	£11.11	12	£20,731	£11.04	£0.06	0.57%
SLGE6	384	£22,586	£12.09	5	£22,785	£12.21	-£0.12	-0.96%
SLGE7	458	£24,175	£13.02	4	£24,061	£13.00	£0.02	0.15%
SLGE8	147	£27,200	£14.75	2	£26,224	£14.37	£0.38	2.58%
SLGE9	206	£30,335	£16.54	2	£30,750	£16.85	-£0.31	-1.85%
SLGE10	123	£35,109	£18.83	3	£33,992	£18.63	£0.21	1.10%
SLGE11	140	£39,395	£21.57	6	£38,858	£21.29	£0.28	1.28%
SLGE12	107	£44,124	£24.04	1	£44,783	£24.54	-£0.50	-2.09%
SLGE13	33	£49,501	£27.08	1	£50,422	£27.63	-£0.55	-2.04%
SUPPMAIN	280	£41,155	£22.55	1	£42,336	£23.20	-£0.65	-2.87%
TCHMAIN	301	£42,029	£23.03	1	£42,336	£23.20	-£0.17	-0.73%
Overall	**4,598**	**£27,699**	**£14.97**	**62**	**£25,082**	**£13.49**	**£1.48**	**9.92%**

7 Starting Pay Analysis

7.1 It is important to ensure that policies on starting pay are applied to all new starters. Typically, this means that employees should start at the grade minimum unless there are specific circumstances such as market comparability that may need to be considered to assist with recruitment.

7.2 We have undertaken an analysis of all new starters (internal and external appointments) since 1st April 2022 to the census date in October. In total there were 913 new starters or job changes of whom 251 were external appointments and 662 were internal appointments based on start date in post.

7.3 Based on all new appointments (Table 21), it is evident that most employees irrespective of gender start at the grade minimum. Based on total new starters, 84.77% started at the grade minimum. Based on gender, 83.85% of female and 88.64% of male new starters started at the grade minimum.

7.4 Based on external new appointments (Table 22) 98.80% started at the grade minimum. Based on gender, 99.48% of female and 97.14% of male new starters started at the grade minimum. There is no gender bias in terms of starting pay.

7.5 Based on internal appointments (Table 23) it is more likely that employees will be appointed above the grade minimum. Although the percentage of males (83.02%) and females (78.78%) started at the grade minimum, 10.38% of male and 9.89% of female appointments were at the grade maximum. Whilst there is no gender bias evident based on these figures, the reason employees have been appointed at the grade maximum should be investigated further.

Table 21 - Starting Position of All New Starters by Gender									
Equal Work Group	All Females				All Males				Organisation
	Minimum Point	In Grade	Maximum Point	Total	Minimum Point	In Grade	Maximum Point	Total	Total
MODAPP	0	0	0	0	1	0	0	1	1
SLGE2	40	0	3	43	8	0	1	9	52
SLGE3	95	0	11	106	11	0	2	13	119
SLGE4	88	21	2	111	35	1	0	36	147
SLGE5	147	13	7	167	41	0	0	41	208
SLGE6	66	3	3	72	13	2	0	15	87
SLGE7	85	9	9	103	10	0	0	10	113
SLGE8	11	5	7	23	9	0	3	12	35
SLGE9	35	3	2	40	8	2	1	11	51
SLGE10	17	2	2	21	7	2	1	10	31
SLGE11	16	5	5	26	7	0	2	9	35
SLGE12	9	1	4	14	4	1	1	6	20
SLGE13	7	1	1	9	0	0	1	1	10
SLGE15	0	0	0	0	1	0	0	1	1
SLGE16	2	0	0	2	1	0	0	1	3
Total	**618**	**63**	**56**	**737**	**156**	**8**	**12**	**176**	**913**

Table 22 - Starting Position of External New Starters by Gender									
Equal Work Group	All Females				All Males				Organisation
	Minimum Point	In Grade	Maximum Point	Total	Minimum Point	In Grade	Maximum Point	Total	Total
MODAPP	0	0	0	0	1	0	0	1	1
SLGE2	7	0	0	7	3	0	0	3	10
SLGE3	37	0	0	37	2	0	0	2	39
SLGE4	33	0	0	33	17	0	0	17	50
SLGE5	32	0	0	32	16	0	0	16	48
SLGE6	23	0	0	23	10	0	0	10	33
SLGE7	17	0	0	17	5	0	0	5	22
SLGE8	7	0	0	7	6	0	0	6	13
SLGE9	8	0	0	8	3	1	0	4	12
SLGE10	3	0	0	3	1	0	0	1	4
SLGE11	10	0	1	11	3	0	1	4	15
SLGE13	2	0	0	2	0	0	0	0	2
SLGE15	0	0	0	0	1	0	0	1	1
SLGE16	1	0	0	1	0	0	0	0	1
Total	**180**	**0**	**1**	**181**	**68**	**1**	**1**	**70**	**251**

Table 23 - Starting Position of Internal Starters by Gender									
Equal Work Group	All Females				All Males				Organisation
	Minimum	In Grade	Maximum	Total	Minimum	In Grade	Maximum	Total	Total
SLGE2	33	0	3	36	5	0	1	6	42
SLGE3	58	0	11	69	9	0	2	11	80
SLGE4	55	21	2	78	18	1	0	19	97
SLGE5	115	13	7	135	25	0	0	25	160
SLGE6	43	3	3	49	3	2	0	5	54
SLGE7	68	9	9	86	5	0	0	5	91
SLGE8	4	5	7	16	3	0	3	6	22
SLGE9	27	3	2	32	5	1	1	7	39
SLGE10	14	2	2	18	6	2	1	9	27
SLGE11	6	5	4	15	4	0	1	5	20
SLGE12	9	1	4	14	4	1	1	6	20
SLGE13	5	1	1	7	0	0	1	1	8
SLGE16	1	0	0	1	1	0	0	1	2
Total	438	63	55	556	88	7	11	106	662

8. Casual Employment

8.1 The overall report analysis has been based as required on the total workforce including casual employees. In this section we have repeated the main analysis to identify if this has affected the outcomes significantly.

8.2 The total workforce is 9,100 employees which includes 4,138 casual employees of which 3,572 are in the Local Government Workforce and 566 are in the Teaching workforce, there are no casual employees in the Chief Officials group.

8.3 The following additional analysis have been undertaken excluding Casual employees.

- Workforce Distribution
- Full and Part Time working
- Gender Pay Gap
- Service Area analysis

No further analysis of any other Protected Characteristic has been included due to the small number of employees included against each category.

Workforce Distribution

8.4 The distribution of the workforce by gender is similar when Casuals are excluded to the distribution of the workforce including Casuals. Table 24 shows the distribution of the Local Government Workforce excluding Casuals and should be compared to Table 1.

8.5 When Casuals employees are excluded, the highest number of females are in Grades 4 and 5, as is true when all employees are included in the analysis.

8.6 It was noted in Para. 2.4 that a higher percentage of the female workforce were in Grades 7 and 8 but that there was a noticeable difference in workforce distribution by gender from Grade 9 onwards. When Casual employees are excluded from this analysis, the difference in the distribution of males and females is more noticeable from Grade 8 onwards.

For comparison purposes, the percentage of male employees in Grade 9 and above excluding Casuals is 31.57% of the male workforce compared to 23.00% of the male workforce when casuals are included. The percentage of female employees in Grade 9 and above excluding casuals is 20.54% compared to 10.30% when Casuals are included.

8.7 Table 25 shows the distribution of the Teachers Employee Group. The analysis excludes Educational Psychologists and Quality Improvement roles so that any issues within teaching roles is clearly identifiable.

Based on the total male teaching workforce, 54.75% are employed within the main teaching grade compared to 64.61% when Casuals are included. In comparison, 68.94% of the female teaching workforce are employed within the main teaching grade compared to 80.18% when Casuals are included.

The actual number of senior Teaching roles is a small percentage of the overall workforce. Irrespective of whether Casual employees are included or not, there are 86 male employees in the Chartered, Principal and Deputy and Head Teacher grades and 249 female employees.

8.8 Although, the number of male and female employees in these groups is unaffected by removing Casual employees, these numbers now account for 38.91% of the male Teaching workforce compared to 27.9% of the male workforce when Casuals are included. The equivalent figure for female employees is 29.75% compared to 18.90% when Casual employees were included.

8.9 No further analysis has been undertaken for the Chief Officials Group as this does not include any Casual employees.

Table 24 - Local Government Employees Excluding Casuals - Workforce Distribution							
Equal Work Group	Organisation	All Males			All Females		
	Number	Number	% of Group	% of All Males	Number	% of Group	% of All Females
ASP TUPE	2	2	100.00%	0.21%	0	0.00%	0.00%
MODAPP	6	4	66.67%	0.41%	2	33.33%	0.07%
SLGE2	234	48	20.51%	4.92%	186	79.49%	6.44%
SLGE3	313	46	14.70%	4.72%	267	85.30%	9.25%
SLGE4	630	195	30.95%	20.00%	435	69.05%	15.07%
SLGE5	771	167	21.66%	17.13%	604	78.34%	20.92%
SLGE6	400	89	22.25%	9.13%	311	77.75%	10.77%
SLGE7	410	57	13.90%	5.85%	353	86.10%	12.23%
SLGE8	192	56	29.17%	5.74%	136	70.83%	4.71%
SLGE9	305	96	31.48%	9.85%	209	68.52%	7.24%
SLGE10	155	46	29.68%	4.72%	109	70.32%	3.78%
SLGE11	233	80	34.33%	8.21%	153	65.67%	5.30%
SLGE12	131	51	38.93%	5.23%	80	61.07%	2.77%
SLGE13	42	16	38.10%	1.64%	26	61.90%	0.90%
SLGE14	5	3	60.00%	0.31%	2	40.00%	0.07%
SLGE15	11	5	45.45%	0.51%	6	54.55%	0.21%
SLGE16	22	14	63.64%	1.44%	8	36.36%	0.28%
Total	**3,862**	**975**	**25.25%**	**100.00%**	**2,887**	**74.75%**	**100.00%**

Table 25 – Teachers Excluding Casuals - Workforce Distribution							
Equal Work Group	Organisation	All Males			All Females		
	Number	Number	% of Group	% of All Males	Number	% of Group	% of All Females
Music Instructor	19	14	73.68%	6.33%	5	26.32%	0.60%
Teacher	698	121	17.34%	54.75%	577	82.66%	68.94%
Chartered Teacher	15	7	46.67%	3.17%	8	53.33%	0.96%
Education Support Officer	6	0	0.00%	0.00%	6	100.00%	0.72%
Principal Teacher	201	57	28.36%	25.79%	144	71.64%	17.20%
Head & Deputy Head Teacher	119	22	18.49%	9.95%	97	81.51%	11.59%
Total	**1,058**	**221**	**20.89%**	**100.00%**	**837**	**79.11%**	**100.00%**

Full and Part Time Working

8.10 In Section 4 of the report we considered Full and Part Time working based on all employees. The following tables have been produced to identify if the same issues arise when Casual employees are excluded.

8.11 Table 26 shows that the female workforce excluding casuals is less dominated by part time working. When Casual employees are excluded, the female workforce is 60.57% part time, compared to 73.53% when all employees are included. The overall pattern of distribution between full and part time working and gender is the same as when all employees are included. Male employees are more likely to be full time employees (75.21%) and female employees are more likely to be part time (60.57%).

Table 26 – Overall Number of Full and Part Time Workers by Gender Excluding Casuals

Part Time/Full Time	Organisation	All Males			All Females		
	Number	Number	% of Group	% of All Males	Number	% of Group	% of All Females
Full Time	2,388	907	37.98%	75.21%	1,481	62.02%	39.43%
Part Time	2,574	299	11.62%	24.79%	2,275	88.38%	60.57%
Total	**4,962**	**1,206**	**24.30**	**100.00**	**3,756**	**75.70%**	**100.00%**

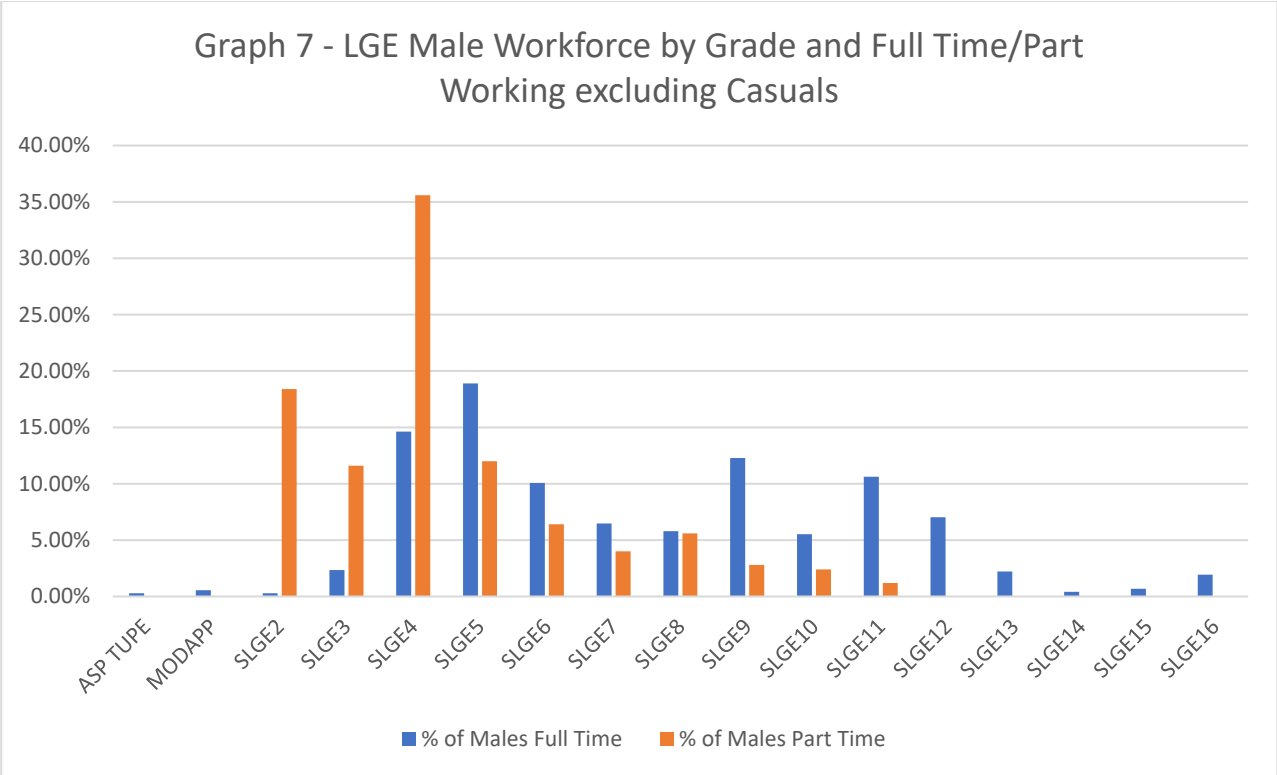
8.12 Table 27 shows the distribution of the workforce for Local Government Employees only. The pattern between full and part time employees is comparable to that for all employees, however, the percentage of female part time employees has reduced from 84.26% to 66.99%.

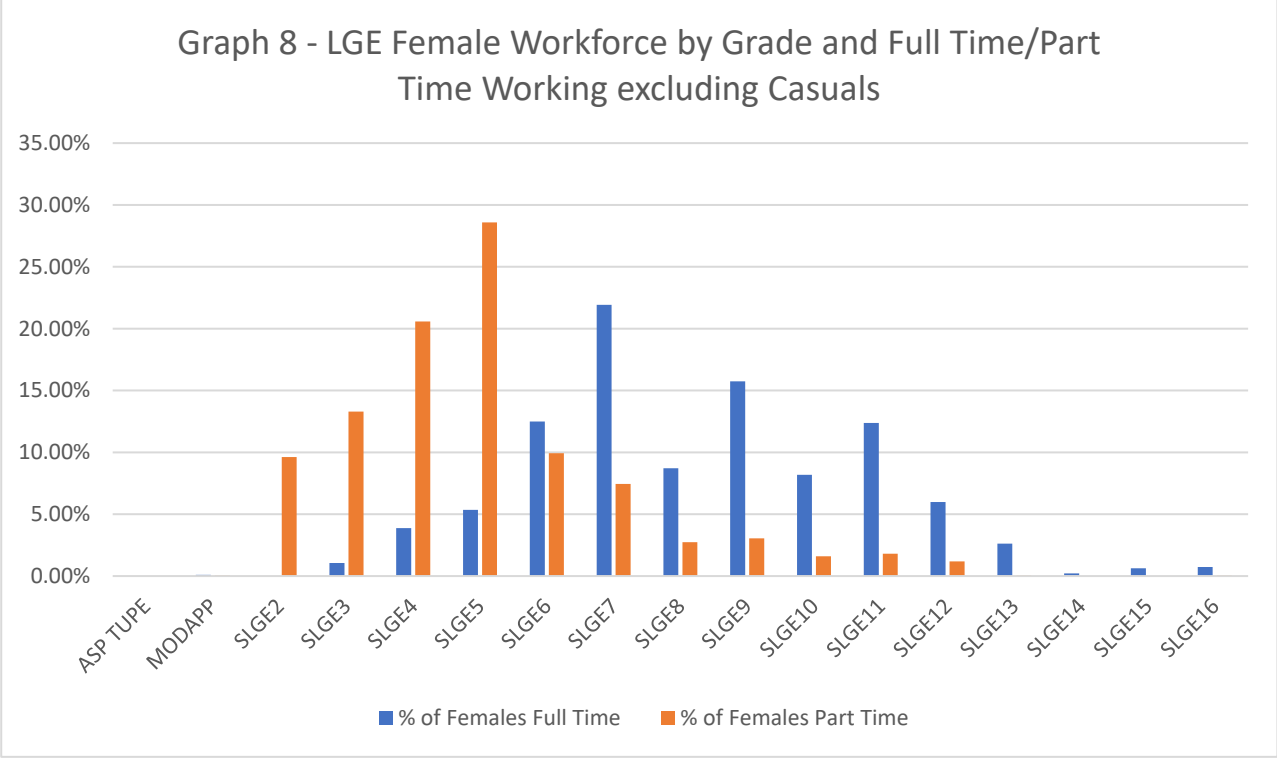
Table 27 – Local Government Employees Full and Part Time Workers by Gender Excluding Casuals

Part Time/Full Time	Organisation	All Males			All Females		
	Number	Number	% of Group	% of All Males	Number	% of Group	% of All Females
Full Time	1,678	725	43.21%	74.36%	953	56.79%	33.01%
Part Time	2,184	250	11.45%	25.64%	1,934	88.55%	66.99%
Total	**3,862**	**975**	**25.25%**	**100.00%**	**2,887**	**74.75**	**100.00%**

8.13 Graphs 7 and 8 show the distribution of full and part time workers by grade and gender. Having excluded Casual employees the distribution by grade and gender is comparable to that based on the whole workforce as shown in Graphs 1 and 2. Most

part time roles are still within Grades 3, 4 and 5 for both males and females; however, this accounts for a higher proportion of the female workforce. Excluding Casual employees has no effect on the distribution of the workforce.



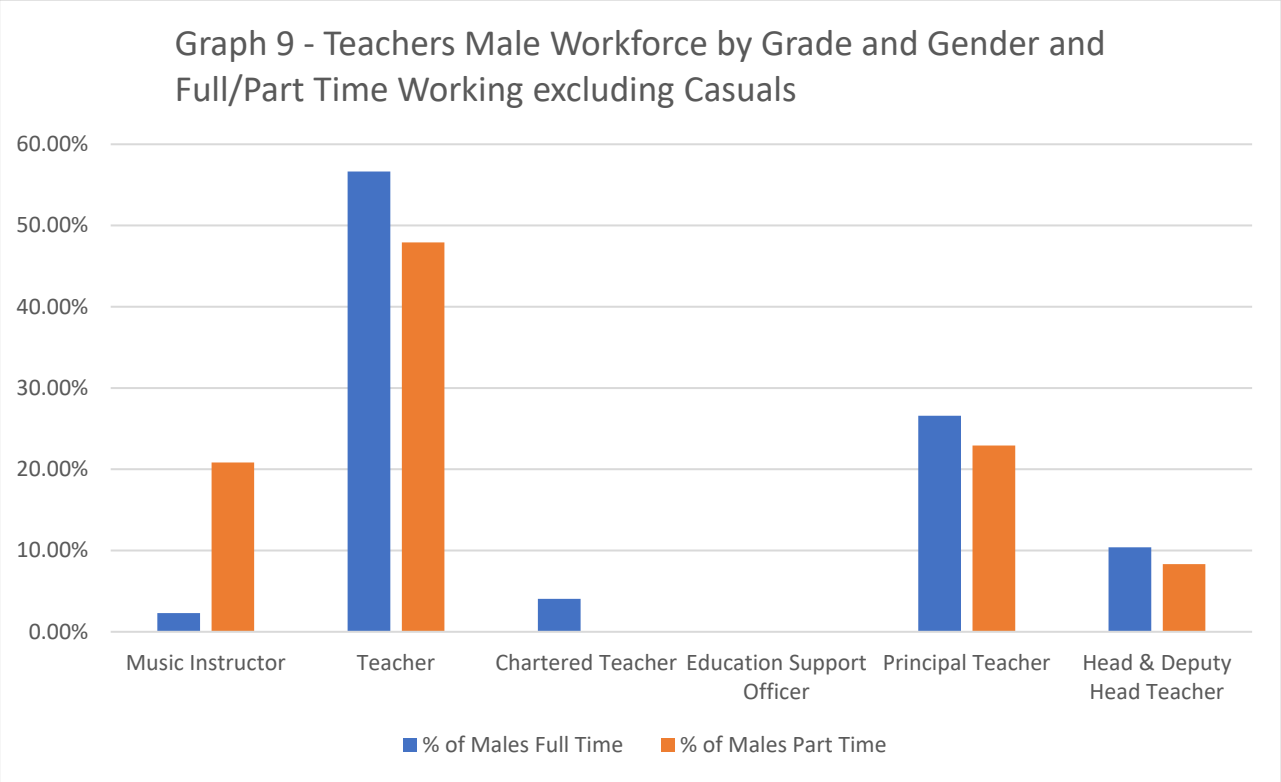


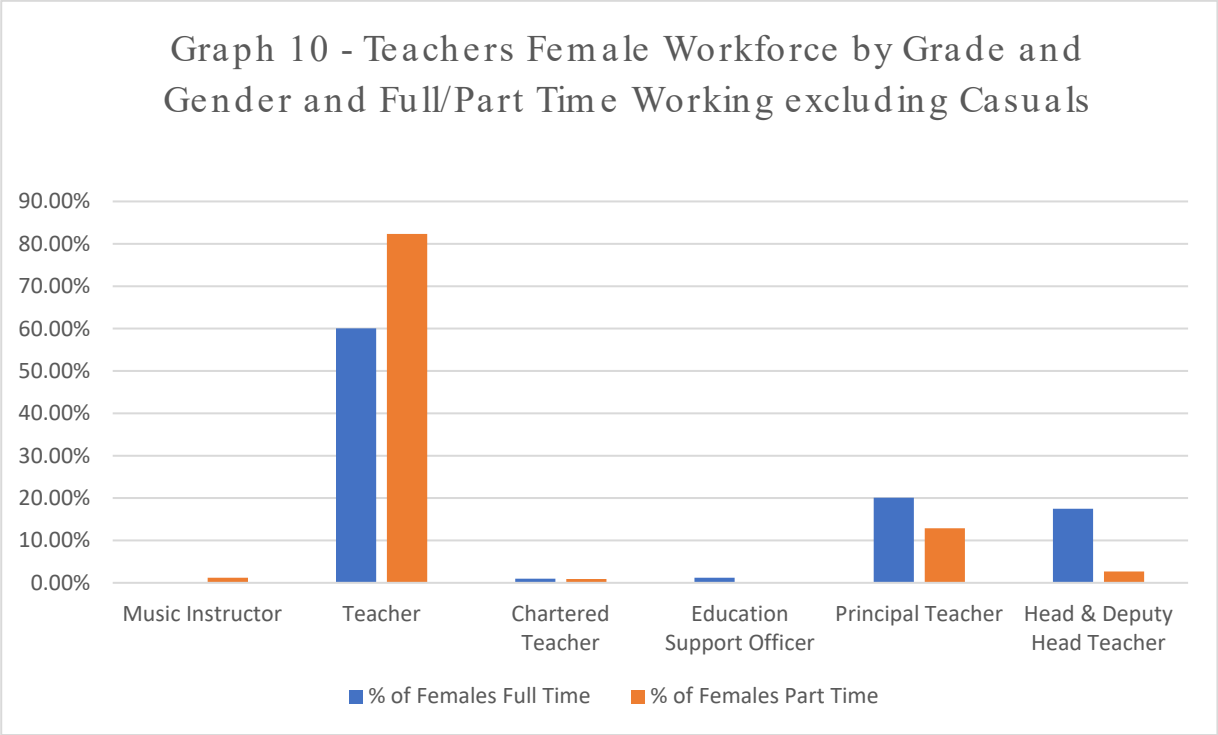
8.14 Table 28 shows the distribution of males and female employees excluding Casual employees. The significant difference in the number of employees arises because of the exclusion of Supply Teachers.

Table 28 – Teachers Full and Part Time Workers by Gender Excluding Casuals All Teachers FTPT Ex Casuals

Part Time/Full Time	Organisation	All Males			All Females		
	Number	Number	% of Group	% of All Males	Number	% of Group	% of All Females
Full Time	694	175	25.22%	78.13%	519	74.78%	60.35%
Part Time	390	49	12.56%	21.88%	341	87.44%	39.65%
Total	**1,084**	**224**	**20.66%**	**100.00%**	**860**	**79.34%**	**100.00%**

8.15 Graphs 9 and 10 show the distribution by Gender, Grade and Full and Part Time working. Although there are changes in the percentage of full and part timers within each grade, the exclusion of Casual employees does not have a significant effect on the outcomes shown in Graphs 3 and 4.





Gender Pay Gap

8.16 The gender pay gap reduces having excluded Casual employees based on all employment groups.

Table 29 – Comparison of Gender Pay Gap Excluding Casuals		
Workforce	**Mean Gender Pay Gap**	**Median Gender Pay Gap**
Including Casuals	9.05%	8.29%
Excluding Casuals	4.81%	1.57%

8.17 The mean gender pay gap for Local Government Employees excluding Casual employees reduces to 8.58% but the median pay gap increases to 5.55%, which is caused by a small reduction of female employees from the higher grades thereby changing the overall median point. It should, however, be noted that the median gender pay gap is 0.00% in all grades apart from Grades 13 and 14.

Table 30 – Local Government Employees - Comparison of Gender Pay Gap Excluding Casuals		
Workforce	**Mean Gender Pay Gap**	**Median Gender Pay Gap**
Including Casuals	10.56%	4.04%
Excluding Casuals	8.58%	5.55%

8.18 The gender pay gap for Teachers excluding Casual employees increases to 4.29%, but there is no impact on the median gender pay gap. The significant pay gaps remain at the same grades as outlined in Para. 6.9

Table 31 – Teachers - Comparison of Gender Pay Gap Excluding Casuals		
Workforce	**Mean Gender Pay Gap**	**Median Gender Pay Gap**
Including Casuals	3.06%	0.00%
Excluding Casuals	4.29%	0.00%

Service Area Analysis

8.19 Table 32 shoes the mean Gender Pay Gap within each Service Area. The exclusion of Casual employees will have different effects in each area due to the number of Casual employees and their position in the grading structure. This is particularly noticeable in Education, where the exclusion of groups such as Supply Teachers reduces the workforce for female employees from 4,213 to 2,052.

8.20 The gender pay gap for this group including Casual employees was 8.29% but reduces to 4.84% overall. Table 32 shows the difference in the number of employees and shows the pay gap including and excluding casuals.

Table 32 - Mean Gender Pay Gap by Service Area Excluding Casuals						
Service	All Males		All Females		Pay Gap	
	Number (Inc. Casuals)	**Number (Excl. Casuals)**	**Number (Inc. Casuals)**	**Number (Excl. Casuals)**	**Difference (%)**	**Difference (%)**
Adults – Acute & Complex Care	40	25	222	106	2.65%	-6.06%
Adults – Health & Community Care	67	26	794	321	-4.47%	-6.11%
Children, Families & Justice	93	50	405	240	8.50%	12.78%
Commercial Services	128	61	1,068	447	15.60%	26.61%
Customer Support Services	62	61	117	101	16.49%	14.39%
Development & Economic Growth	88	78	120	117	11.20%	13.99%
Education	581	349	4,213	2,052	17.00%	17.34%
Financial Services	26	26	118	116	7.95%	8.04%
Legal & Regulatory Services	22	21	78	75	6.58%	8.44%
Roads & Infrastructure Services	571	496	224	133	10.32%	7.03%
Strategic Planning	5	5	11	11	24.37%	24.34%
Overall	**1,683**	**1,198**	**7,370**	**3,719**	**9.03%**	**4.84%**

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