

Report Title:	Gender Pay Gap – Comparison
Contains Confidential or Exempt Information?	NO - Part I.
Member reporting:	Not applicable.
Meeting and Date:	Employment Panel 14 May 2018.
Responsible Officer(s):	Alison Alexander, Managing Director and Nikki Craig, Head of HR and Corporate Projects.
Wards affected:	None.

REPORT SUMMARY

At the March Employment Panel meeting when the council's gender pay gap was discussed, members asked for an information report to be prepared comparing the council's gender pay gap with other councils.

1 DETAILS OF RECOMMENDATION

RECOMMENDATION: That Employment Panel notes the report.

2 REASONS FOR RECOMMENDATION

- 2.1 Public sector organisations were required to publish their gender pay gap data by 30 March. The table in Appendix A shows the mean and median gender pay gap for 320 councils published on the Government website on 4 April 2018. In summary 61 pay women more than men and the Royal Borough ranks 161st on the list. Among the Berkshire councils only Reading Borough has a lower mean gender pay gap, see table 1.
- 2.2 Table 1 compares the mean and median pay gap of the Berkshire councils. The measures are:
- Mean pay gap - this is the difference between the average hourly rate for men and the average for women, expressed as a percentage of the average hourly rate for men.
 - Median pay gap - This is the difference between the middle value of the hourly rate for men (when ordered from lowest to highest) and the middle value for women, expressed as a percentage of the median hourly rate for men.

Table 1: Gender pay gap for Berkshire councils

Council	Ranking	% mean gap	% median gap
Reading	88	-2.2	-3.8
Windsor and Maidenhead	162	-7.1	-10.2
Slough	253	-12.5	-12.5
Wokingham	278	-14.7	-28.5
Bracknell	290	-16.3	-23.3
West Berkshire	307	-19.5	-15.7

- 2.3 Appendix B provides an analysis of ten other statistically-similar local authorities that were ranked above the Royal Borough. Common themes that contributed to the gender pay gaps of these higher-ranked authorities included:

- Smaller workforces.
- Majority female workforces.
- Significantly more men occupying lower paying roles.
- Upper paying roles being more evenly split between the genders.

2.4 When compared to 15 statistical neighbours, the Royal Borough places 4th, see Table 2. The statistical neighbours were derived from the Royal Borough's CIPFA family group. This takes in account variables such as unitary status, population, number of households, area, unemployment levels and council tax bands.

Table 2: Gender pay gap for the Royal Borough's CIPFA family group

Council	Ranking	% mean gap	% median gap
Poole	99	-2.9	2.2
Swindon	116	-3.7	-4.3
North Lincolnshire	155	-6.7	-0.1
Windsor and Maidenhead	161	-7.1	-10.2
Medway	185	-8.3	-9.4
Bath and North East Somerset	188	-8.4	0.6
Isle of Wight	213	-9.6	-14.9
South Gloucestershire	245	-11.8	-12
North Somerset	268	-13.7	-12.6
Cheshire East	274	-14.3	-13.4
Wokingham	278	-14.7	-28.5
Bedford	285	-15.8	-15.1
Central Bedfordshire	286	-16.1	-18.2
Bracknell Forest	290	-16.3	-23.3
Warrington	301	-17.9	-15
West Berkshire	307	-19.5	-15.7

3 KEY IMPLICATIONS

- 3.1 The council published its data before the deadline and Employment Panel approved these actions for implementation during 2018/19:
- Review the pay profile within the pay grades and dip sample to identify any pay inequalities.
 - Undertake unconscious bias training for managers to raise awareness of gender issues
 - Promote family friendly policies and evaluate the take up of those policies. Determine what action should be taken, if any, to further encourage the take up of these policies.
 - Women and particularly those working part time, will be encouraged to participate in the 2018/19 management development programme.
- 3.2 Since April 2017, the structure of the council has changed and in particular the representation of women on the senior management team has increased from around 30 percent to 50 percent. The gender split across the organisation is 63.5 percent female and 36.5 percent male.

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 None.

5 LEGAL IMPLICATIONS

5.1 None.

6 RISK MANAGEMENT

6.1 None.

7 POTENTIAL IMPACTS

7.1 None.

8 CONSULTATION

8.1 None.

9 TIMETABLE FOR IMPLEMENTATION

9.1 Not applicable to the content but to the recommended action plan..

10 APPENDICES

10.1 Appendix A: List of councils with mean and median pay gap.
Appendix B: Local authority case studies.

11 BACKGROUND DOCUMENTS

11.1 None

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr L Targowska	Principal Member	24/04/18	24/04/18
Alison Alexander	Managing Director	24/04/18	24/04/18
Russell O'Keefe	Executive Director	01/05/18	03/05/18
Andy Jeffs	Executive Director	01/05/18	02/05/18
Rob Stubbs	Section 151 Officer	01/05/18	02/05/18
Nikki Craig	Head of HR and Corporate Projects	24/04/18	24/04/18
Elaine Browne	Interim Head of Law and Governance	01/05/18	02/05/18
Louisa Dean	Communications	01/05/18	02/05/18

REPORT HISTORY

Decision type: For information	Urgency item? No	To Follow item? N/a
Report Author: Karin Zussman-Ward, Lead HR Consultant, 01628 796211		

Appendix A: Councils - mean and median gender pay gap

Ref no.	Type of council	Council	% gap mean	% gap median
1	District/borough	Epsom and Ewell	14.1	27.8
2	District/borough	Three Rivers	11	42
3	London Borough	Lewisham	10.9	15.8
4	District/borough	Selby	10.9	14.3
5	London Borough	Southwark	10.7	10
6	District/borough	Worcester	10.4	18.7
7	District/borough	Wyre Forest	10.3	12.5
8	District/borough	West Lindsey	10.1	22
9	District/borough	Forest Heath	9.1	1.5
10	District/borough	Guildford	9	22
11	District/borough	Teignbridge	8.2	7.5
12	District/borough	Broxbourne	7.9	19.1
13	District/borough	South Hams	7.9	13.4
14	District/borough	Hambleton	7.7	12.3
15	District/borough	Derbyshire Dales	7.6	2.1
16	District/borough	Aylesbury Vale	6.8	23.5
17	Unitary	Brighton and Hove	6	7.3
18	District/borough	Colchester	6	4
19	District/borough	Spelthorne	6	20
20	District/borough	Pendle	5.5	36
21	London Borough	Islington	5.3	12.6
22	District/borough	Tendring	5.2	13.6
23	London Borough	Barnet	5	0
24	London Borough	Greenwich	5	7.2
25	District/borough	South Cambridgeshire	4.9	17.1
26	District/borough	High Peak	4.8	13.3
27	District/borough	Reigate and Banstead	4.5	15.6
28	Met District	Rochdale	4.1	1.5
29	London Borough	Harrow	3.9	13.3
30	District/borough	Brentwood	3.8	9.4
31	District	Adur	3.5	50.3
32	District/borough	Uttlesford	3.3	3.3
33	London Borough	Redbridge	3.2	10.1
34	District/borough	Copeland	3.1	0
35	District/borough	Eastleigh	2.9	12.7
36	District/borough	Braintree	2.8	22
37	London Borough	Hackney	2.8	8
38	District/borough	North Devon	2.4	8.9
39	District/borough	Basingstoke and Deane	2.2	8
40	Unitary	Chester West and Chester	2.1	-1.9
41	District/borough	South Lakeland	2.1	14.3
42	District/borough	Wigan	2.1	0.1
43	District/borough	East Lindsey	1.8	10
44	London Borough	Merton	1.7	3.7
45	District/borough	Thanet	1.2	-5.8
46	District/borough	Fareham	1.1	8.3
47	Unitary	Stoke-on-Trent	1.1	3.3
48	District/borough	Bassetlaw	1	4.4
49	District/borough	Dacorum	1	8
50	District/borough	Scarborough	1	11.4

Ref no.	Type of council	Council	% gap mean	% gap median
51	London Borough	Camden	0.9	3.5
52	County	Hertfordshire	0.9	0.4
53	District/borough	Exeter	0.8	6
54	Unitary	Redcar and Cleveland	0.8	0
55	District/borough	Flyde	0.6	18.7
56	District/borough	Harrogate	0.5	4.1
57	District/borough	Mid Devon	0.4	-1.8
58	District/borough	South Norfolk	0.3	14.8
59	Unitary	North East Lincolnshire	0.1	8.3
60	District/borough	Oxford City	0.1	0
61	District/borough	Redditch	-0.3	-3.2
62	District/borough	West Lancashire	-0.4	-0.6
63	Unitary	Leicester	-0.5	-3.1
64	Unitary	Blackburn with Darwen	-0.7	2.8
65	Unitary	Blackpool	-0.7	6
66	District/borough	South Holland	-0.8	16.5
67	District/borough	Norwich City	-0.9	0
68	London Borough	Haringey	-1	-1.9
69	District/borough	Newport City	-1	3
70	District/borough	South Oxfordshire and the Vale of White Horse	-1.1	8.7
71	District/borough	Chorley	-1.2	0
72	District/borough	North Warwickshire	-1.2	-4.5
73	County	Dorset	-1.3	6.5
74	District/borough	Mansfield	-1.3	-8.6
75	District/borough	Wyre	-1.4	-1.6
76	District/borough	Crawley	-1.6	-0.1
77	London Borough	Croydon	-1.6	-2.4
78	District/borough	Ashfield	-1.7	0
79	Unitary	Torbay	-1.7	-2.3
80	District/borough	Test Valley	-1.8	10.4
81	District/borough	Hertsmere	-1.9	6.7
82	District/borough	St Edmundsbury	-1.9	7.7
83	District/borough	East Staffordshire	-2	6.9
84	District/borough	Gravesham	-2	8.9
85	District/borough	Carlise	-2.1	6.3
86	Unitary	Northumberland	-2.2	-0.5
87	Unitary	Reading	-2.2	-3.8
88	Unitary	Bournemouth	-2.3	2.9
89	District/borough	Burnley	-2.3	-7.9
90	District/borough	Kettering	-2.4	5.5
91	District/borough	Chelmsford	-2.5	5.1
92	Unitary	Plymouth	-2.6	3.3
93	Unitary	Derby City	-2.7	-0.2
94	Met District	Coventry	-2.8	-0.9
95	Met District	Stockport	-2.8	-1.8
96	District/borough	Basildon	-2.9	6.5
97	District/borough	Castle Point	-2.9	12.5
98	Unitary	Poole	-2.9	2.2
99	District/borough	Gedling	-3	-1.9
100	Met District	Tameside	-3	5.8
101	District/borough	Preston	-3.2	0

Ref no.	Type of council	Council	% gap mean	% gap median
102	District/borough	Cherwell	-3.3	-6.9
103	Met District	Calderdale	-3.4	5
104	Unitary	Durham	-3.4	-4.3
105	District/borough	Craven	-3.5	0
106	District/borough	Eastbourne	-3.5	0
107	District/borough	Huntingdonshire	-3.5	0.8
108	District/borough	Newcastle-under-lyme	-3.5	-2.1
109	County	Oxfordshire	-3.5	-0.1
110	District/borough	Chichester	-3.6	-3.4
111	London Borough	Hillingdon	-3.6	0
112	Unitary	York	-3.6	-0.2
113	District/borough	Blaby	-3.7	-5.9
114	District/borough	South Kesteven	-3.7	-20
115	Unitary	Swindon	-3.7	-4.3
116	District/borough	Cambridge	-3.9	-8.2
117	Unitary	Southampton	-3.9	-4.7
118	District/borough	Bolsover	-4	0
119	District/borough	Lancaster	-4	-15
120	Unitary	Bristol	-4.1	-13.5
121	Unitary	Nottingham	-4.2	-2.6
122	District/borough	Bromsgrove	-4.3	-3.1
123	District/borough	Hinkley & Bosworth	-4.3	0
124	District/borough	Kings Lynn and West Norfolk	-4.3	3.7
125	Met District	Sheffield	-4.3	-8.4
126	London Borough	Havering	-4.5	0
127	District/borough	Horsham	-4.5	3.2
128	District/borough	Newcastle	-4.5	-6.7
129	London Borough	Kingston upon Thames	-4.7	-5.2
130	District/borough	Lichfield	-4.7	0
131	District/borough	Wakefield	-4.7	-2.4
132	London Borough	Lambeth	-4.8	-4.8
133	District/borough	North West Leicestershire	-5.3	-11
134	District/borough	Amber Valley	-5.4	-15.6
135	District/borough	Maidstone	-5.4	-4.9
136	London Borough	Sutton	-5.4	0.4
137	District/borough	South Ribble	-5.5	-0.6
138	District/borough	Rugby	-5.7	-5.3
139	District/borough	Taunton Deane	-5.9	0
140	District/borough	Wirral	-5.9	-4.8
141	London Borough	Ealing	-5.9	0
142	Met District	Bolton	-6	-10.7
143	District/borough	Ipswich	-6	0
144	District/borough	Nuneaton and Bedworth	-6.1	0
145	London Borough	Hammersmith and Fulham	-6.1	-3.8
146	District/borough	Hyndburn	-6.2	-2.7
147	Met District	Oldham	-6.2	-8
148	District/borough	Fenland	-6.3	0
149	London Borough	Enfield	-6.4	-1.5
150	London Borough	Brent	-6.5	-6.8
151	District/borough	Sevenoaks	-6.5	1
152	District/borough	Broxtowe	-6.6	0
153	District/borough	Runnymede	-6.6	0.3

Ref no.	Type of council	Council	% gap mean	% gap median
154	District/borough	North Lincolnshire	-6.7	-0.1
155	County	Norfolk	-6.8	-9.7
156	London Borough	Richmond upon Thames	-6.8	-5
157	London Borough	Wandsworth	-6.8	-5
158	London Borough	Newnham	-6.9	-9.4
159	London Borough	Hounslow	-7	-7.3
160	District/borough	New Forest	-7	9.5
161	Unitary	Royal Borough of Windsor & Maidenhead	-7.1	-10.2
162	Unitary	Southend on Sea	-7.3	-3.2
163	District/borough	St Albans	-7.3	-6.8
164	District/borough	Newark and Sherwood	-7.4	0
165	District/borough	Christchurch and East Dorset	-7.4	-10.6
166	Unitary	Darlington	-7.6	-10.8
167	District/borough	Elmbridge	-7.6	0
168	District/borough	Mid Suffolk	-7.7	-17
169	County	Buckinghamshire	-7.8	-5.4
170	County	West Sussex	-7.8	-9.8
171	Unitary	Wiltshire	-7.8	-5.4
172	District/borough	Wolverhampton	-7.8	-3.1
173	London Borough	Bexley	-7.9	-9.9
174	Met District	Sefton	-7.9	-11.1
175	District/borough	Shepway	-7.9	4.2
176	Unitary	Telford and Wrekin	-7.9	-5.2
177	District/borough	Warwick	-7.9	-6.4
178	County	Northamptonshire	-8	-6
179	Met District	Barnsley	-8.1	-12.4
180	Met District	Bradford	-8.2	-11.1
181	County	East Sussex	-8.2	-7.2
182	District/borough	Stevenage	-8.2	-9.9
183	Unitary	Luton	-8.3	-13.3
184	Unitary	Medway	-8.3	-9.4
185	District/borough	South Bucks	-8.3	-10.4
186	District/borough	Surrey Heath	-8.3	-12.4
187	Unitary	Bath and NE Somerset	-8.4	0.6
188	Met District	Sandwell	-8.4	-12.6
189	London Borough	Tower Hamlets	-8.4	-6.8
190	District/borough	East Hertfordshire	-8.5	-17
191	Met District	Gateshead	-8.5	-11.5
192	Unitary	Harlepool	-8.5	-8.3
193	Met District	Leeds	-8.6	-13.1
194	Met District	Liverpool	-8.7	-9.7
195	Met District	St Helens	-8.7	-6.9
196	Met District	Bury	-8.8	-7.7
197	District/borough	South Staffordshire	-8.8	-12
198	District/borough	East Devon	-8.9	-3.2
199	County	Gloucestershire	-8.9	-12.6
200	Unitary	Peterborough	-8.9	-4.7
201	District/borough	Rushcliffe	-8.9	1.3
202	District/borough	Stafford	-8.9	-0.5
203	District/borough	Caerphilly	-8.9	-8.6
204	District/borough	Erewash	-9	0

Ref no.	Type of council	Council	% gap mean	% gap median
205	Unitary	Milton Keynes	-9	-15
206	District/borough	Welwyn Hatfield	-9	-3
207	Met District	Birmingham	-9.1	-9.2
208	Met District	Manchester	-9.1	-8.8
209	District/borough	Corby	-9.2	-11.2
210	District/borough	Mid Sussex	-9.2	-9.9
211	District/borough	Tandridge	-9.4	-14.7
212	Unitary	Isle of Wight	-9.6	-14.9
213	County	Essex	-9.7	-9.7
214	District/borough	North East Derbyshire	-9.7	-8.8
215	District/borough	Wycombe	-9.7	-10.8
216	London Borough	Westminster	-9.8	-5.4
217	County	Somerset	-9.9	-13.9
218	District/borough	Boston	-10	0
219	Unitary	East Riding of Yorkshire	-10.1	-12
220	Unitary	Halton	-10.1	-0.5
221	London Borough	Kensington and Chelsea	-10.1	-10.8
222	District/borough	Mole Valley	-10.2	-6.4
223	Unitary	Kingston-upon-Hull	-10.2	-4.4
224	District/borough	Hastings	-10.3	-9.3
225	Met District	Kirklees	-10.3	-16.3
226	District/borough	Lincoln	-10.3	-18
227	Unitary	Middlesbrough	-10.5	-12.6
228	County	Worcestershire	-10.5	-9.2
229	County	Warwickshire	-10.6	-15.7
230	District/borough	Powys	-10.7	-10.2
231	Met District	Trafford	-10.7	-17
232	District/borough	Tunbridge Wells	-10.8	-8.8
233	District/borough	Swansea	-10.9	-11.5
234	District/borough	Dudley	-11	-18
235	Unitary	Portsmouth	-11	-15
236	County	Lincolnshire	-11.1	-13.3
237	Unitary	Stockton-on Tees	-11.1	-12.6
238	District/borough	Canterbury	-11.4	-11.8
239	District/borough	Tamworth	-11.4	-6.1
240	District/borough	Walsall	-11.4	-9.2
241	Met District	Rotherham	-11.5	-12.5
242	District/borough	Rushmoor	-11.5	-8.8
243	Met District	Sunderland	-11.6	-13.5
244	Unitary	South Gloucestershire	-11.8	-12
245	County	Staffordshire	-12	-11.3
246	District/borough	Barrow in Furness	-12.1	-8.8
247	Unitary	Cornwall	-12.1	-14.9
248	County	North Yorkshire	-12.1	-11.8
249	County	Nottinghamshire	-12.3	-25.4
250	District/borough	South Derbyshire	-12.3	-3.7
251	District/borough	Winchester	-12.4	-7.3
252	Unitary	Slough	-12.5	-12.5
253	County	Kent	-12.6	-18.2
254	District/borough	South Somerset	-12.6	-15.4
255	District/borough	Charnwood	-12.8	-17
256	London Borough	Waltham Forest	-12.8	-11.5

Ref no.	Type of council	Council	% gap mean	% gap median
257	County	Cambridgeshire	-13	-18
258	County	Cumbria	-13.1	-25.1
259	District/borough	Northampton	-13.2	-15
260	District/borough	Suffolk Coastal and Waveney	-13.2	-18.5
261	District/borough	Wychavon	-13.2	-13.7
262	District/borough	Great Yarmouth	-13.4	-19
263	County	Devon	-13.5	-17
264	District/borough	Gloucester	-13.5	-9.6
265	County	Lancashire	-13.6	-20.3
266	County	Derbyshire	-13.7	-25.3
267	Unitary	North Somerset	-13.7	-12.6
268	District/borough	North Kesteven	-13.8	-4.3
269	District/borough	Sedgemoor	-13.9	-12.6
270	District/borough	Stroud	-14	-17.2
271	District/borough	Dover	-14.1	-8.7
272	Unitary	Rutland	-14.2	-12.3
273	Unitary	Cheshire East	-14.3	-13.4
274	Met District	Salford	-14.5	-19.3
275	District/borough	East Hampshire	-14.6	-14.1
276	District/borough	North Norfolk	-14.6	-27.5
277	Unitary	Wokingham	-14.7	-28.5
278	County	Suffolk	-14.8	-18.6
279	District/borough	Chiltern	-15	-21.9
280	District/borough	Cheltenham	-15	-14
281	District/borough	Cotswold	-15.7	-28.1
282	Met District	Doncaster	-15.7	-21.1
283	Unitary	Thurrock	-15.7	-13.7
284	Unitary	Bedford	-15.8	-15.1
285	Unitary	Central Bedfordshire	-16.1	-18.2
286	District/borough	Epping Forest	-16.1	-16.2
287	Met District	Knowsley	-16.1	-11.6
288	District/borough	Ashford	-16.2	-23.6
289	Unitary	Bracknell Forest	-16.3	-23.3
290	Unitary	Herefordshire	-16.3	-15.4
291	London Borough	Bromley	-16.5	-11.7
292	District/borough	Waverley	-16.6	-13.6
293	District/borough	Swale	-16.9	-21
294	District/borough	Weymouth and Portland	-16.9	-15.5
295	County	Surrey	-17.3	-14.7
296	District/borough	Havant	-17.4	-22.1
297	District/borough	Cannock Chase	-17.5	-26.9
298	Met District	South Tyneside	-17.5	-20.9
299	District/borough	Harlow	-17.9	-8.9
300	Unitary	Warrington	-17.9	-15
301	District/borough	Wellingborough	-17.9	-17.6
302	County	Leicestershire	-18	-20
303	Met District	Solihull	-18.6	-27.2
304	County	Hampshire	-18.7	-21.7
305	District/borough	Allerdale	-19	-25
306	Unitary	West Berks	-19.5	-15.7
307	District/borough	Stratford-upon-Avon	-20.6	-26.2
308	Unitary	Shropshire	-20.8	-26

Ref no.	Type of council	Council	% gap mean	% gap median
309	District/borough	Tewkesbury	-21	-22
310	District/borough	Rother	-21.3	-20.7
311	District/borough	Woking	-22.5	-15.8
312	District/borough	Breckland	-22.8	-31.3
313	District/borough	Babergh	-22.8	-28.3
314	District/borough	Dartford	-23.7	-27.9
315	District/borough	Tonbridge and Malling	-23.9	-33.6
316	District/borough	Wealden	-24.7	-23.6
317	District/borough	North Hertfordshire	-25	-34
318	District/borough	Broadland	-26.8	-25.5
319	District/borough	West Oxfordshire	-27.9	-26.2
320	District/borough	Arun	-31.7	-8.5

Appendix B: Local Authority Case Studies

1. Epsom & Ewell District (+14.1% gap mean; +27.8% gap median).

- Independently controlled council; Resident Associations majority.
- Small workforce; only 250 employees.
- Women on average paid 14% more than men at Epsom & Ewell.
- Female Chief Executive and 6 of 13 (46%) within SLT are female.
- Lower paying roles predominantly filled by men; 63% of lower and lower middle quartile paid roles. 56% of upper and upper middle quartile paid roles occupied by women.
- Majority of front-line operatives are men; 82% of the Operation Services Team are male.

10. Guildford District (+9% gap mean; +22% gap median).

- Conservative controlled council.
- Imbalance in the workforce; higher proportion of men (80%) working in lower pay band roles, e.g. Guildford's Waste Collection Service and Parks and Countryside Service.
- Majority of Guildford's upper middle roles (54%) are occupied by women, but more men within the senior upper roles (53%). 3 of 5 in Corporate Management Team are male.
- Ongoing actions to address the pay gap include; training managers in equality and diversity, competency based interviews to avoid unconscious bias in recruitment, offering flexible working options, development opportunities for employees with potential.

19. Spelthorne District (+6% gap mean; +20% gap median).

- Conservative controlled council.
- Spelthorne attributes their gap to an imbalance of male and female colleagues across their services. There is a much higher proportion of men working in Neighbourhood Services; many roles within this area fall within the lower pay bands.
- Majority female workforce within upper middle (72%) and upper (56%) roles.
- Chief Officers all male, however majority of Service Heads are female.

56. Fylde District (+0.6% gap mean; +19% gap median).

- Conservative controlled council.
- Small workforce; only 258 employees, but majority male (67%).
- Men form the majority within lowest, lower middle and highest paid quartiles.
- 50:50 gender split within upper middle quartile.
- Despite workforce imbalance, there is a very narrow pay gap.

57. Harrogate District (+0.5 gap mean; +4.1% gap median).

- Conservative controlled council.
- 50:50 split in Harrogate's workforce gender demographic (1,142 total).
- Significantly more men in the lower paid jobs (57%).
- Majority of upper and upper middle quartile paid roles occupied by women (53%).
- 10 of 16 within the Senior Management Team are men.

60. North East Lincolnshire (+0.1% gap mean; +8.3% gap median).

- Conservative controlled council.
- Majority female workforce (73%).
- 7 of 11 (64%) of Leadership Team are female.
- Breakdown of pay quartiles shows the council employs a larger proportion of females within each quartile; 80:20% split within the upper middle pay quartile.
- In 2016-17, 83% of job applications were from female candidates. 81% of appointments.

61. Oxford City (+0.1% gap mean; 0% gap median).

- Labour controlled council.
- Narrowest gender pay gap in the country.
- Two female Executive Directors within a Senior Management Team of six.
- Majority of total workforce is male, however most of the male staff (68%) employed within Oxford Direct Services Ltd (a new wholly-owned social enterprise).
- ODS delivers core services including waste management and recycling, street cleaning, car park operations, parks maintenance, highways repairs and building services.
- Excluding the ODS workforce, females are in the majority; accounting for 60% of the remaining Oxford City Council employees.
- Higher proportion of female employees within the business improvement, finance, legal, housing and community service departments.
- More males as a percentage within the upper pay quartiles, but also more men (71%) in the lower paid quartiles, balancing the mean and median figures.
- Oxford City uses gender neutral 'Mx' titles on council documents following a recommendation from the Council's Equality and Diversity Review Group.
- Offers employees an 'Oxford Living Wage', flexible/home working options and childcare vouchers.

87. Northumberland (-2.2% gap mean; -0.5% gap median).

- No overall control; Conservative minority council.
- Majority female workforce (56%).
- Relatively even upper pay quartile split; 56% of upper quartile roles occupied by women and 54% of upper middle roles occupied by men.
- 5 of 7 roles (71%) in the Senior Leadership Team are occupied by females.
- Lower paid roles dominated by women; 64% of lower middle and 56% of lower quartile.
- Planned actions to further reduce Northumberland's gender pay gap include:
 - **Future Talent.** Supporting and developing the careers of females within the organisation, succession planning with service leads, removing unconscious bias, reviewing the council's pay policy on an annual basis with a gender pay analysis.
 - **Supporting Working Families.** Supporting return to work following maternity or adoption leave schemes, Keep in Touch days, Shared Parental Leave, flexible working, encouraging an open attitude to fit with personal circumstances.
 - **Inclusion.** Anonymising recruitment practices, a Dignity at Work policy to ensure bullying/harassment has a clear line of reporting, employee engagement promotion within the HR & OD strategy to increase communication with employees.

88. Reading (-2.2% gap mean; -3.8% gap median).

- Labour controlled council.
- Majority female workforce (66%).
- Women make up the majority of Reading's workforce within all four pay quartiles.
- 11 of 18 within Senior Management Team are female.

99. Poole (-2.9% gap mean; +2.2% gap median).

- Conservative controlled council.
- Narrowest gap of the Royal Borough's CIPFA Family Group.
- 66% of Poole's top quartile roles are occupied by women.
- 2 of 4 Strategic Directors and 5 of 11 Heads of Service are female.