

## **West Yorkshire Police – Gender Pay Gap March 2019**

### **Introduction**

Gender Pay Gap legislation introduced in April 2017 requires any organisation that has 250 or more employees to publish their gender pay gap, using a specific reference date referred to as the snapshot date. Gender pay gap reports must be published annually, and the snapshot date for publishing the report is 31 March each year.

In addition to publishing the gender pay figures, West Yorkshire Police are also releasing information on the action we are taking to address our gender pay gap as we feel it is important to share this information. Our Gender Pay Gap report therefore includes:

- Numbers and make up of West Yorkshire Police
- Mean gender pay gap in hourly pay
- Median gender pay gap in hourly pay
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of males and females receiving a bonus payment
- Proportion of males and females in each pay quartile
- Action taken to address the gender pay gap
- Longer term aims

(The mean figure is the average number of a group of data points, and the median figure is the midpoint value in the data set).

### **Background**

West Yorkshire Police has a workforce made up of both police officers and police staff, ranging from Police Constable through to the rank of Chief Constable on the police side, and from Scale 2 through to Assistant Chief Officer grade for police staff.

At the snapshot date of 31 March 2018, West Yorkshire Police had a total of 5268 males in the organisation, and 3879 females, which equates to:

- 57.6% of the Force were male
- 42.4% of the Force were female

Police officers and police staff work to different terms and conditions, and have different salary scales:

- Police Officer salaries are set out by rank, which are approved by the Home Secretary following a recommendation from the Police Remuneration Review Body.
- Police Staff salaries within West Yorkshire Police are evaluated using the Hay Job Evaluation scheme, which is used world-wide by both public and private organisations. This is an analytical methodology for ranking jobs within an organisation's structure, assessing job content and context, to determine the relative size of a role within an organisation.

West Yorkshire Police employs and promotes staff and officers based on a structured competency and values framework, and is committed to continuing to address areas of concern to close our gender pay gap and be representative of the communities it serves.

### **Key Findings**

The figures (taken from the West Yorkshire Police system – ITrent), show that West Yorkshire Police has a mean gender pay gap of 12.4% and a median gender pay gap of 19.5%. (It should be noted that the data set excludes IR35 workers, who are workers that submit invoices for payment. The invoices do not specify clearly enough the hours worked for the purposes of our gender pay calculations, so these have not been included in our figures).

	<b>Male</b>	<b>Female</b>	<b>Gender Pay Gap</b>
Mean hourly rate	£17.20	£15.06	12.4%
Median hourly rate	£17.69	£14.25	19.5%

Both West Yorkshire Police's mean and median gender pay figures have reduced in comparison to the previous year. The report published in March 2018 (based on the snapshot date of 31 March 2017) showed a mean gender pay gap figure of 13.9% and a median figure of 20.7%).

This reduction in our gender pay gap reflects the work that has been ongoing within our organisation during the past 12 months, which is set out in this report. However, West Yorkshire Police is committed to and introducing and championing initiatives to continue to reduce our gender pay gap.

West Yorkshire Police recognises there is still some disparity, i.e. there are a greater proportion of men in the upper pay quartiles compared with lower pay quartiles, and a greater proportion of women in the lower pay quartiles compared with the upper pay quartiles, which has an impact on our gender pay gap. However, these figures have changed in comparison to last year, with the percentage of females in both the upper quartile and the upper middle quartiles increasing by 2%.

Proportion of males / females in each pay quartile:

Quartile	Male	Female
Upper quartile	72%	28%
Upper middle quartile	60%	40%
Lower middle quartile	50%	50%
Lower quartile	43%	57%
<b>Total</b>	<b>56%</b>	<b>44%</b>

Our pay gap can also be attributed to roles we have within our organisation that require individuals to work 'unsocial hours', which receive additional standby and shift payments to compensate for the unsocial hours. However, even with the ongoing work to remove barriers and facilitate opportunities for women to move into certain roles that attract specific allowances, we understand from feedback we have received from females within West Yorkshire Police that there is still the choice factor, in that some women may choose to avoid roles with commitments to working shifts or being called out, due to family commitments – or other personal choice.

Gender Pay Gap legislation also requires organisations to publish their gender bonus gap. The proportion of males and females receiving a bonus payment within West Yorkshire Police is:

	Male	Female	Gender Pay Gap
Mean bonus	£6.11	£0.05	99%
Median bonus	£1000.00	£100.00	90%

## Taking Action

West Yorkshire Police remains conscious of its need to improve gender diversity, continuing to drive and improve the gender mix of males and females in specialist, middle and senior roles throughout the organisation. Since the publication of our first Gender Pay Gap in March 2018, West Yorkshire Police has continued to work on addressing gender equality in a number of ways, reviewing processes and procedures to create a more inclusive environment. Some examples of the ongoing work within West Yorkshire Police are detailed below:

Inclusion Strategy	A revised Inclusion Strategy for 2019 outlines West Yorkshire Police's commitment to attracting, developing and retaining a diverse and talented workforce, and highlights a range of initiatives to attract and support senior leaders including career planners, priority postings, secondments and shadowing.
Equality Groups	<p>A Diversity, Equality and Inclusion Board is chaired by Assistant Chief Constable Angela Williams, which meets to determine the strategic direction of the Force. Groups then sit below this, where senior leaders from across the Force are responsible for delivering against the strategy, and in addition, each of the Force Districts are directed to ensure that local objectives are delivered within the workforce.</p> <p>Staff networks, including the Chair of the British Association of Women in Policing (BAWP) have a seat on the Diversity, Equality and Inclusion Board, and are involved in setting the strategic direction of the Force, contributing to policy change, identifying and removing barriers to progression, and sharing learning and best practice to ensure a collaborative approach.</p>

Monitoring Inclusion	<p>Over the last 12-18 months' West Yorkshire Police has taken steps to measure our inclusion via a number of methods including benchmarking against three large comparator Police Forces, which fed into a revision of our Inclusion strategy for 2018/2019. The Force has also carried out an internal scoping exercise following the implementation of our Inclusion Strategy and Delivery Plan, measuring inclusion through staff surveys and seeking feedback through the Diversity, Equality and Inclusion Board, Wellbeing Board, via Staff Networks and People Directorate.</p> <p>In addition, West Yorkshire Police are putting Delivery Action Plans in place to meet the national requirements outlined in the NPCC (National Police Chiefs' Council) workforce representation toolkits, which the Home Office will use to measure Forces in 2020.</p>
Policy and Procedure Reviews	<p>Our equality, diversity and inclusion policies, along with our family friendly policies, are reviewed regularly involving the staff networks in the consultation process, with guidance and support provided to managers to ensure they understand and apply the policies consistently. The Force continues to offer part time, flexible and agile working in order to enable females to balance commitments. Increased availability of agile working has enabled more flexible working for females.</p>
Family Forums	<p>Family forums are held throughout the year to offer support and provide information on entitlements to maternity pay and leave, as well as outlining provisions under our family friendly policies.</p> <p>In addition, the Force has a Maternity and Paternity support group (MAPS) that has been set up to improve the experience of women taking maternity leave in the organisation. The group meet bi-monthly and is made up of a contact from all Districts and Departments for widespread representation. This group aims to support women on or returning from maternity leave and addresses issues such as better contact for females whilst on maternity leave, the offer of a coach or mentor on their return to work and formal agreed contact arrangements.</p>
Positive Action	<p>A Positive Action workshop, attended by the Chief Constable and the Police and Crime Commissioner, was held in order to identify barriers to recruitment, progression and retention for minority groups. This assisted in the development of a comprehensive inclusion strategy, which was launched by our Chief Constable and included training and a communications pack for all Districts, with briefings cascaded down through the relevant Senior Leadership Teams.</p> <p>The Force has a Positive Action Team which has grown significantly in recent months, and now includes a Chief Inspector, a Positive Action Co-ordinator and five Positive Action Ambassadors who are working to improve recruitment, retention and the progression of officers and staff from all under represented groups.</p>
Inclusion Roles	<p>The Force has invested in a number of new inclusion roles, having recently recruited a Diversity, Equality and Inclusion Specialist, and will be shortly recruiting to a new Diversity, Equality and Inclusion Officer role. These roles will focus on the internal inclusion environment, looking at processes, leadership, policy and procedure.</p>
Positive Female Role Models	<p>West Yorkshire Police's substantive Chief Constable is the national lead for menopause and women in policing.</p> <p>One of our female Assistant Chief Constables holds the portfolio for Diversity, Equality and Inclusion, and is also the West Yorkshire Police BAWP President.</p> <p>West Yorkshire Police also sent a number of police staff and officers to the Senior Women in Policing Conference.</p>
Identifying and Removing Barriers	<p>Work has been carried out internally across Districts and Departments, looking at the barriers for women moving into certain specialist roles e.g.</p>

	<p>Firearms, Crime and IT. As part of this work, shift patterns have been reviewed to make it more attractive and easier for female staff to work in these areas e.g. following return from maternity leave. Adaptations to uniform, adaptations to firearms to allow for easier handling, coaching, mentoring and training have also been put in place in order to welcome female applicants.</p> <p>In addition, West Yorkshire Police holds female only fitness tests to ensure our female officers are more comfortable undertaking the test. We are also looking to allow practice runs to boost confidence and allow better preparation.</p> <p>Work is undergoing under the inclusion umbrella to design a standard specification for all our wellbeing and multi-faith prayer rooms across the Estate to ensure they are suitable for all, i.e. wellbeing rooms will be equipped for breastfeeding.</p>
Masterclasses	<p>Equality themed masterclasses have continued to be held on a number of areas, including menopause awareness and mental health first aid.</p> <p>Classes to support officers in terms of the requirements for promotion have also taken place.</p>
Recruitment and Promotion Processes	<p>The level of support offered to potential applicants has increased significantly, with opportunities to attend recruitment masterclasses, request a mentor and attend open days, amongst other initiatives. Social media is being used more to create better awareness of career opportunities. Support also includes seminars to support candidates who apply from under-represented groups through the various states of the application process.</p> <p>The Force is taking part in accelerated promotion schemes (Inspector and Superintendent level) to attract more diverse leaders, as well as making a commitment to the Police Now scheme, which targets high achieving graduates.</p> <p>West Yorkshire Police has run a number of unconscious bias training sessions for officers and staff, and are utilising representatives from our Staff Networks on some interview panels to utilise a more diverse panel and further eliminate the risk of unconscious bias.</p> <p>Work is also currently underway to review the Force's promotion processes, to ensure we are fair, transparent and inclusive, offering individuals the necessary support to achieve promotion. This will identify any barriers or enablers to assist under represented applicants. Some of the initiatives will ensure that unsuccessful candidates from under-represented groups are consistently provided with a development plan and mentoring and also that feedback given to candidates will form part of a development plan for the individual.</p> <p>West Yorkshire Police is encouraging more discussions within PDRs around career aspirations and development, and in addition will look to publish a timetable for projected promotion boards to allow better planning time for officers.</p> <p>Districts have been welcoming guest speakers from across the Force to attend their briefings and training days, to undertake presentations and highlight career pathways and opportunities.</p> <p>In addition, Districts have set up study groups and presentations to support and mentor officers through the promotion process.</p>
Coaching and Mentoring	<p>A coaching and mentoring strategy has been written for 2019, and there is also a new coaching and mentoring programme within West Yorkshire Police that will include an initial course, plus attendance at development events, standardisation, supervisory sessions and Continuous Professional Development workshops.</p>

	<p>The Force delivers specific coaching and mentoring/recruitment and selection courses at the request of the Inclusion Team/People Directorate</p> <p>West Yorkshire Police has rolled out coaching and mentoring training including across senior leaders, with the coaching and mentoring programme now being utilised at all levels within the organisation. An on line portal is utilised to make matching to a coach or mentor more effective.</p> <p>Changes to the maternity policies allows all returners access to a mentor or buddy on their return to work, and individuals on the Talent Support Scheme are allocated a coach or mentor to assist with individual development.</p> <p>The Force also has some mentoring arrangements in place with other organisations.</p>
Career Pathways	A number of new roles have been created within the People Directorate (Learning and Organisational Development) to focus on development and create and encourage a self-learning environment e.g. Leadership and Talent Development Manager, and Talent Officer.
Talent Management Strategy	West Yorkshire Police's Talent Management strategy is currently being reviewed and is due to be finalised in early 2019. A review is being undertaken of the Talent Support Scheme, with work being done to look at new talent programmes depending on Force critical areas and best practice factors.
Professional Development Network	Regular courses and seminars across a wide range of subjects are advertised for police officers and members of police staff to attend, actively encouraging Continuous Professional Development and offering support to individuals in terms of their development and career progression.
Women's Health Support	<p>The Force holds regular menopause seminars and support groups to identify issues for females and look at solutions, for example a review of uniform.</p> <p>As part of the Health and Wellbeing agenda, infographics have been produced to provide information on women's health, including mental health, and signpost to relevant services. The infographics also provide information on health screening, advice on healthy living and details on where they can access support.</p> <p>West Yorkshire Police will be promoting a campaign on women's health in March 2019 through our Wellbeing agenda, to help provide support for females in the workplace.</p> <p>The BAWP annual conference was hosted by West Yorkshire Police in March 2019, which focused on Women's Wellbeing.</p> <p>West Yorkshire Police's Chief Constable is the national lead for menopause, and a key role model for females within our Force.</p>

### **Long Term Aims to Further Close the Gender Pay Gap**

In addition to the actions already taken and initiatives in place, West Yorkshire Police continues to be committed to work further to close our gender pay gap.

Staff Networks	West Yorkshire Police will continue to work with BAWP to link in with their national work streams, as well as other staff networks to ensure they continue to have a role in the development of policies to support females within the organisation.
Policy and Procedures	We will continue to regularly review our policies and procedures to ensure they are supportive, flexible and fit for purpose.

Development of Supervisors and Managers	We will continue to develop and support individuals in supervisory and managerial roles to ensure they are equipped to support, mentor, coach and develop their staff appropriately.
Exit Processes	Work will continue to review exit interviews and questionnaires in order to identify themes and key trends impacting on women, and highlight action where appropriate.
Promotion Processes	<p>Further research and monitoring of the diversity of those who pass or fail promotion processes for both the purposes of development and to ensure a more diverse workforce in terms of our leaders is currently under discussion. In addition, it is planned for more positive action to be undertaken by Districts and Departments from those officers within under-represented groups to increase application numbers and successful applications.</p> <p>Consideration is been given to the introduction of 'on the job' assessments in order to enable individuals to demonstrate competence through evidence, to review and modernise the assessment processes including those for police staff.</p>
Career Pathways	West Yorkshire Police will look to establish a formal, clear career pathway for promotion, looking at all roles across the organisation, giving a structure for advancement through job roles.
Resourcing Plans	<p>West Yorkshire Police's Strategic Workforce Planning team are working on resourcing plans for a number of areas across the Force, looking at the numbers of females in each area, succession planning issues and recruitment and retention issues.</p> <p>These will then be fed into the Force HR Business Partners to draw up action plans to address the issues.</p>
Independent Advisory Group Members	In addition to utilising representatives from our staff networks on interview/promotion panels, consideration is being given to extend the recruitment and selection training to (external) Independent Advisory Group members to further diversify panels and eliminate unconscious bias.
Talent Management	The Force are looking to introduce talent management discussions into PDRs across the Force for police officers and police staff members.