

ANNUAL PEOPLE REPORT AND OTHER HUMAN RESOURCES MATTERS

SUMMARY AND RECOMMENDATIONS:

This report brings together a number of updates for Cabinet in relation to the Council's workforce. It provides updates on implementation of elements of the Council's People Strategy and provides key data on the Council's workforce for 2024.

The report also provides the latest Pay Policy Statement, Gender Pay Gap and Ethnicity Pay Gap calculations which will be considered by the Corporate Governance, Audit and Standards Committee and Full Council.

Recommendations:

That Cabinet

- i. Note the Annual People Report for 2024
- ii. Note the Pay Policy Statement, Gender Pay Gap Report and Ethnicity Pay Gap as set out in the report to Corporate Governance, Audit and Standards Committee

1. INTRODUCTION

- 1.1 The Council has a People Strategy agreed in 2021 (which provides the framework for human resources or, the more current terminology of people management and development for the Council). The annual report includes workforce data at **Appendix A** alongside some key updates for consideration by Cabinet.
- 1.2 Alongside the Annual People Report the Council needs to agree and publish a Pay Policy Statement and Gender Pay Gap Report on an annual basis. This year the Council has chosen to calculate and publish the Ethnicity Pay Gap although this is not a mandatory requirement. These reports are considered by the Corporate Governance, Audit and Standards Committee and are summarised in this report for noting by Cabinet.

2. ANNUAL PEOPLE REPORT

- 2.1 The Annual People Report at **Appendix A** provides an update on the People Team activities, data of workforce composition and data trend analysis during 2024.

- 2.2 Key projects this year have included: creation of the Employee Support Group, increased health and wellbeing initiatives, equality, diversity and inclusion initiatives, enhancements to the corporate induction process, recommendations for a new Reward and Recognition programme, increased staff communication and engagement and the introduction of the new Prevention of Sexual Harassment Policy and awareness training sessions.
- 2.3 Cabinet are invited to note the progress and key data for 2024.

3. PAY POLICY STATEMENT, GENDER PAY GAP AND ETHNICITY PAY GAP

- 3.1 The report to CGAS containing the Council's Pay Policy Statement, Gender Pay Gap report and Ethnicity Pay Gap report is enclosed at **Appendix B**. The Pay Policy Statement sets out the framework within which pay is determined in Rushmoor Borough Council and it provides an analysis comparing the remuneration of the Chief Executive with other employees of the authority.
- 3.2 The comparisons included within the paper, look at the ratio between the Chief Executive and the full-time equivalent salary for a permanent member of staff employed in the lowest grade within the structure. The ratio for 2025/26 is 1:5.74.
- 3.3 The Gender Pay Gap Report contains the Gender Pay Gap calculations for both mean and median values. The mean gender pay gap equates to 12.75 % with the female average salary being lower than the male average salary. The median gender pay gap equates to 9.84% with the female median rate being lower than the male median rate.
- 3.4 The Ethnicity Pay Gap Report contains the Ethnicity Pay Gap calculations for both mean and median values. The mean ethnicity pay gap equates to 12.7% with the non-white average salary being lower than the white average salary. The median ethnicity pay gap equates to 5.3% with the non-white median rate being lower than the white median rate.

4. RISKS

- 4.1 There are no risks associated with the consideration of this report.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications associated with the consideration of this report. The Council People Management policies and procedures and provisions within the constitution provide framework for decision making associated with employees.

6. FINANCIAL AND RESOURCE IMPLICATIONS

- 6.1 There are no additional financial implications associated with this report that are not within existing budgets.

7. EQUALITIES IMPACT IMPLICATIONS

- 7.1 There are no equalities impact implications directly associated with this report. The papers attached with this report are considered against the three progress levels of the Diverse and Engaged Workforce module of the Equality Framework for Local Government.

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APPENDICES

A - Annual People Report - 2024

B - Pay Policy Statement, Gender Pay Gap Report and Ethnicity Pay Gap Report

ANNUAL PEOPLE REPORT 2024

1 Introduction

- 1.1 This annual report seeks to provide a consolidated update on the Council's people related activities providing data and information relating to the Council's workforce. The People Strategy was implemented in 2021 and will be reviewed in 2025 in line, with the new Council Plan and the future effect of devolution

2 People Team

- 2.1 The Council's human resource functions are delivered through the People Team who provide a cross council service which includes: recruitment and selection, reward, remuneration and benefits, organisational design and development, learning and development, apprenticeships and work experience, wellbeing and payroll. The current establishment headcount of the People Team is 7 (6.36 FTE).
- 2.2 Key projects this year have included: creation of the Employee Support Group, increased health and wellbeing initiatives, equality, diversity and inclusion initiatives, enhancements to the corporate induction process, recommendations for a new Reward and Recognition programme, increased staff communication and engagement and the introduction of the new Prevention of Sexual Harassment Policy and awareness training sessions.

3 Workforce profile

- 3.1 The Council records workforce data to better identify and understand any changes and trends to formulate improvement initiatives where appropriate. We also record disclosed employee sensitive data to monitor and understand any representation gaps from people with protected characteristics.

Headcount

- 3.2 The headcount/FTE for the council in the last three years is provided in the table below.

Year	Headcount	FTE
Jan – Dec 2022	271	243.23
Jan – Dec 2023	247	220.65
Jan – Dec 2024	261	234.94

A further breakdown of the headcount and FTE by service is provided below as of 31st December 2024 with a comparison for the headcount and FTE data at 31st December 2023. The headcount for 2024 has increased by 14 which includes the following: established permanent roles, legal professionals, funded resettlement posts, Housing Officers, Place Protection Officers, maternity leave cover and apprentices. Where there is no headcount change

but there is increase in FTE this is attributed to an increase in hours of the post holder.

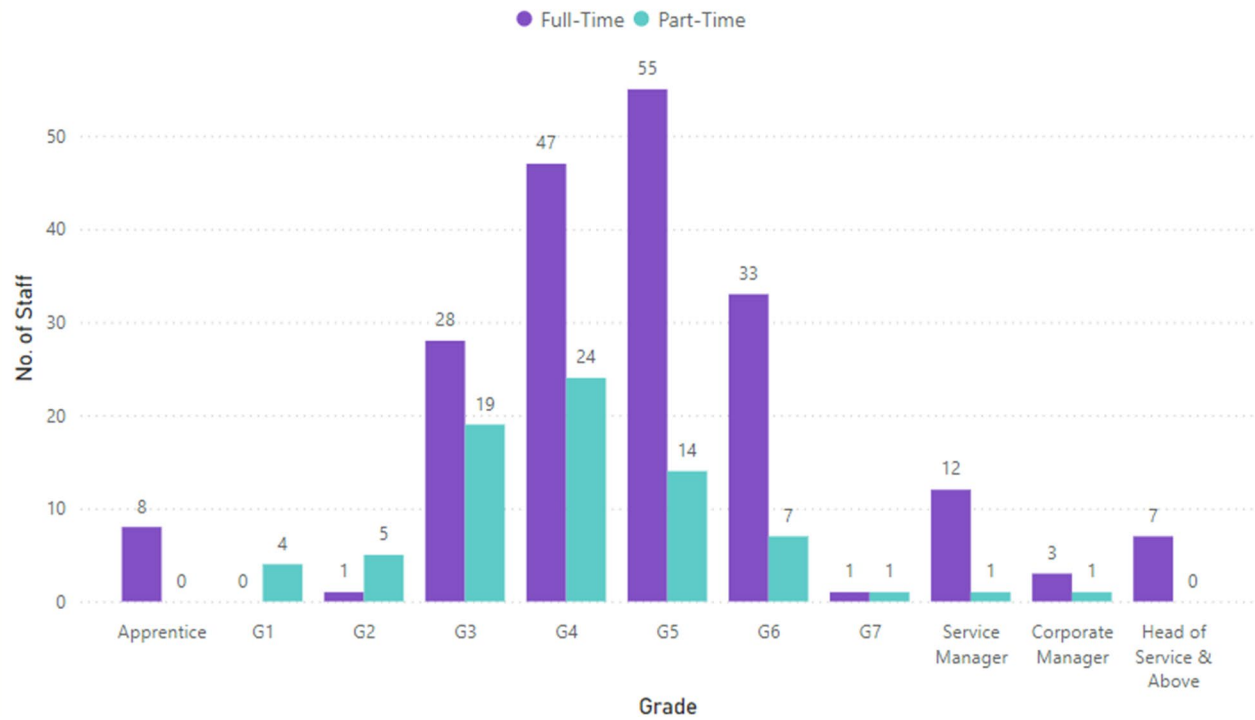
Service	Headcount 2024	Headcount 2023	FTE 2024	FTE 2023
Chief Executive Office (CEX)	5	5	5	5
Assistant Chief Executive (ACE), Communications, Partnerships, Risk, Performance and Procurement (RPP), Policy, Strategy & Transformation (PST)	30	27	27.69	24.28
Operational Services	83	75	71.85	63.68
Regen & Development	5	6	5	6
Customer Services & Facilities*	22	23	19.42	20.38
Information Technology	13	13	12.41	12.41
Finance	34	34	30.86	30.85
Democracy	7	7	5.76	5.38
Property & Growth	45	42	42.27	39.6
Legal Services	10	8	8.32	6.71
People Team	7	7	6.36	6.26
Total	261	247	234.94	220.65

**Please note that Customer Services & Facilities are included in the ACE Service but have been recorded separately for year-on-year comparison purposes.*

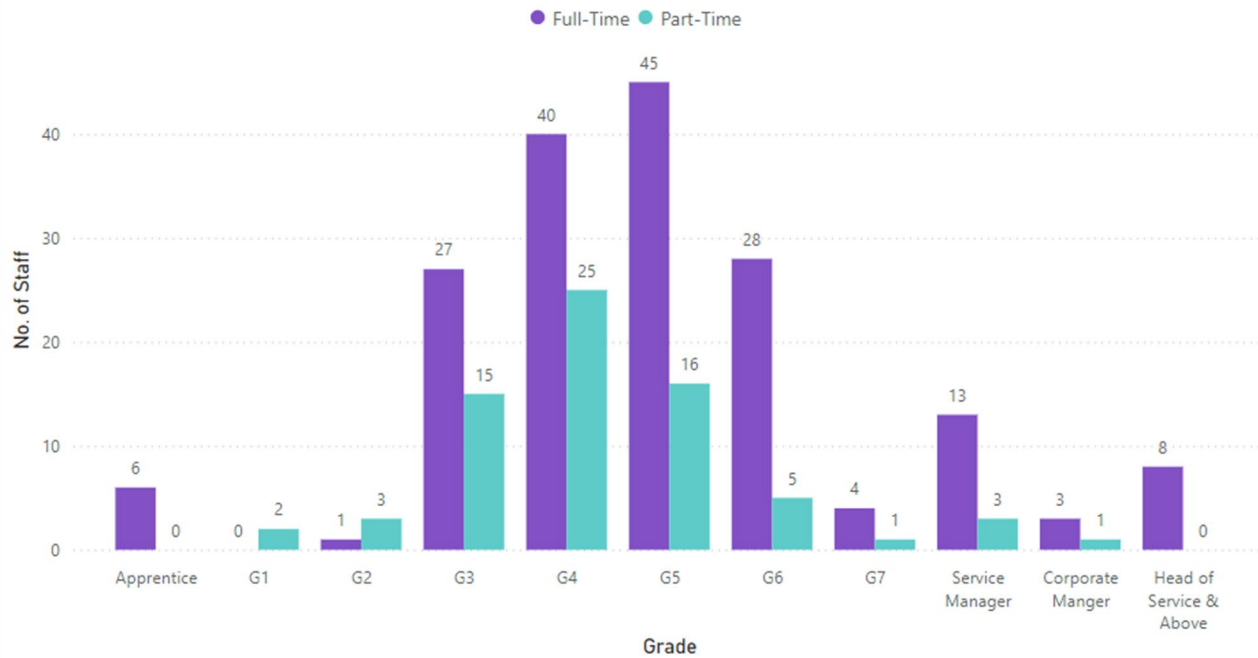
Full time (FT) and part time (PT) grade breakdowns

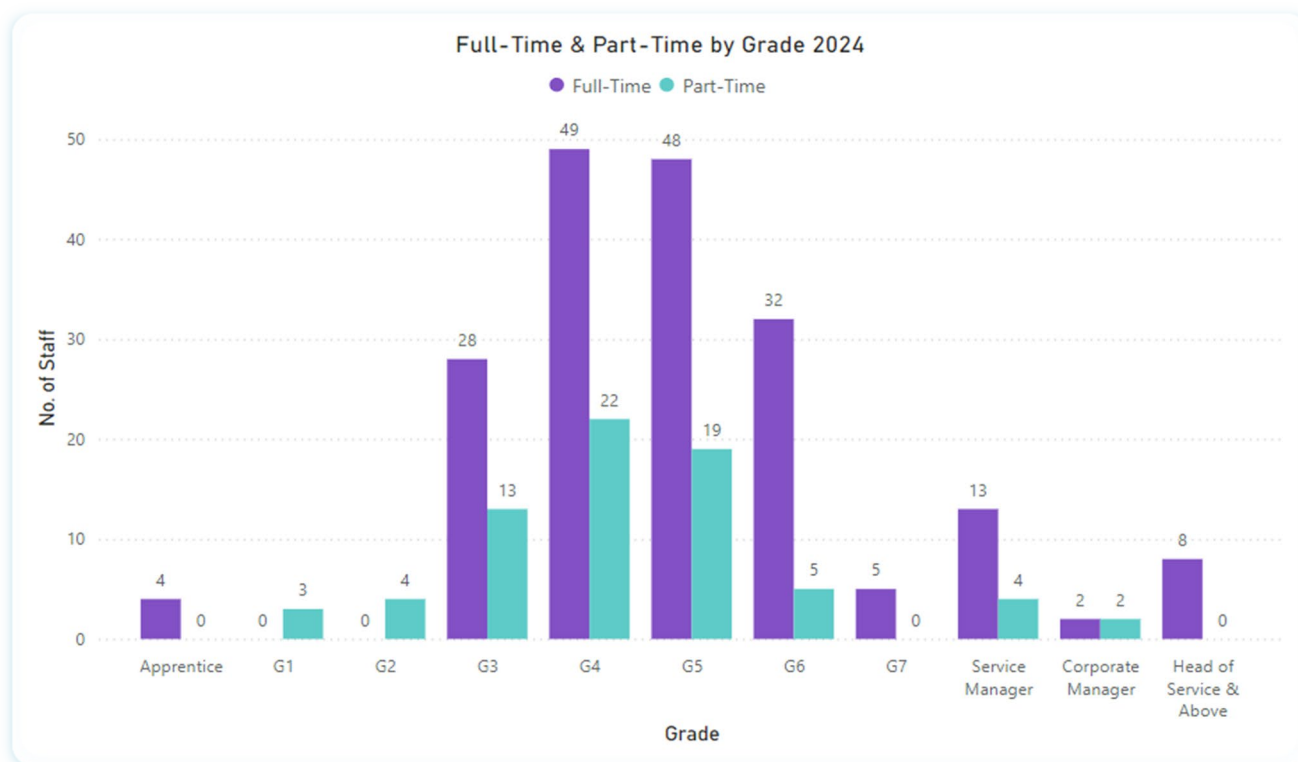
- 3.3 The percentage of the Council's workforce contracted to work less than 37 hours a week has slightly reduced to 27.59% from 28.36% in 2023. As a comparison for 2023 Waverley Borough Council's part time employees was 28%. Of this year's percentage, females make up 91.67% compared to 93.15% in 2023. However, overall there are still more females than males work less than 37 hours a week. Further details of the grade breakdowns are provided in the graphs below and the highest percentage of part time workers during the years are still in a Grade 4 (G4) role. One barrier to some staff seeking promotion to senior roles is that these tend to be advertised as full time. One area for consideration is whether senior roles could be undertaken on a shared or part time basis or redesigned to enable this. We will explore this over the coming months.

Full-Time & Part-Time by Grade 2022



Full-Time and Part-Time by Grade 2023





Workforce Turnover (T/O)

- 3.4 The workforce turnover for the last three years is provided below presenting voluntary turnover and involuntary turnover separately:

Year	Voluntary T/O	Involuntary T/O
Jan – Dec 2022	19.26%	2.18%
Jan – Dec 2023	12.71%	8.27%
Jan – Dec 2024	5.86%	0.39%

The voluntary turnover for 2022 was highest for Rushmoor as the council suffered from losing skilled staff such as legal professionals due to the national skill shortages at this time which also carried over into 2023. The involuntary turnover for 2023 was due to the changes in the provision of services and the Outcome Based Budgeting (OBB) savings requirements.

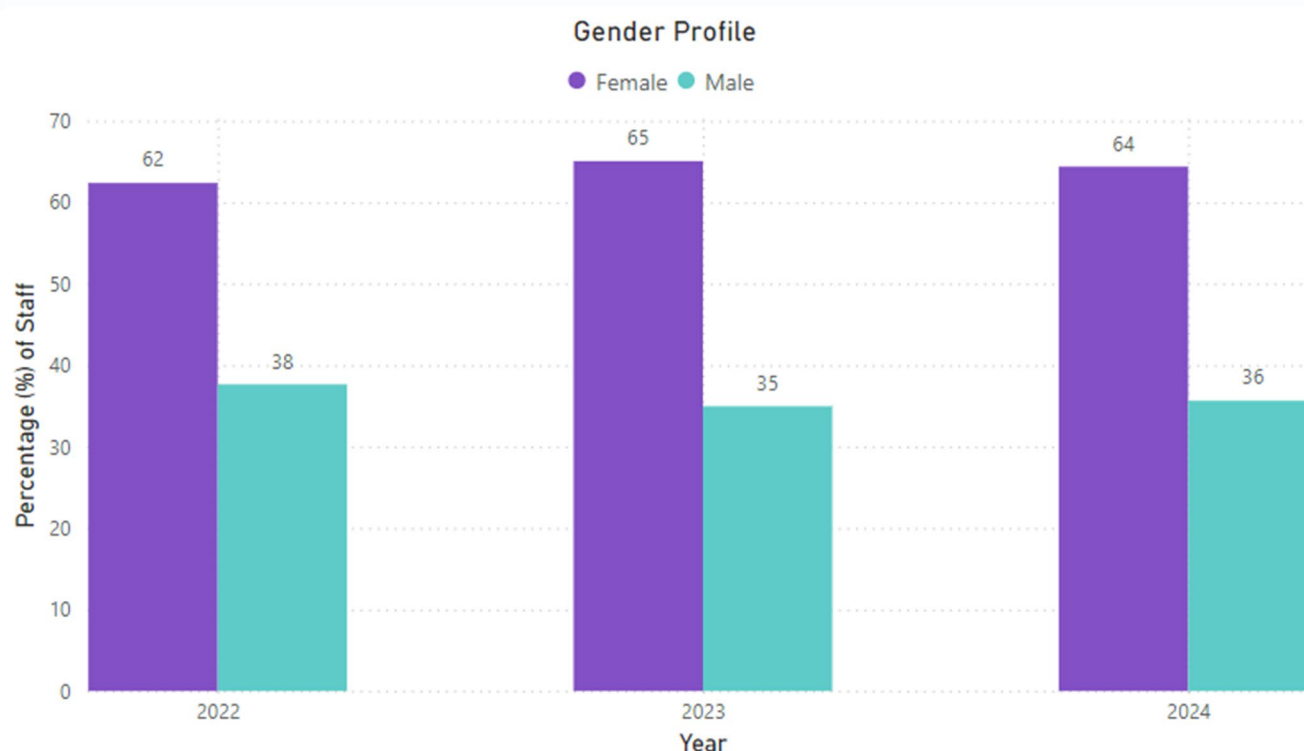
The voluntary turnover during 2024 was particularly low which can be partly explained by the number of new starters during the year and the absence of service reviews. According to the CIPD¹, the turnover rates fell during the pandemic but there was a large bounce back when the economy reopened which led to people starting to move jobs. This then led to increased turnover rates and we are now entering a period of pre-pandemic levels.

¹ [CIPD Labour Market Outlook Spring 2024](#)

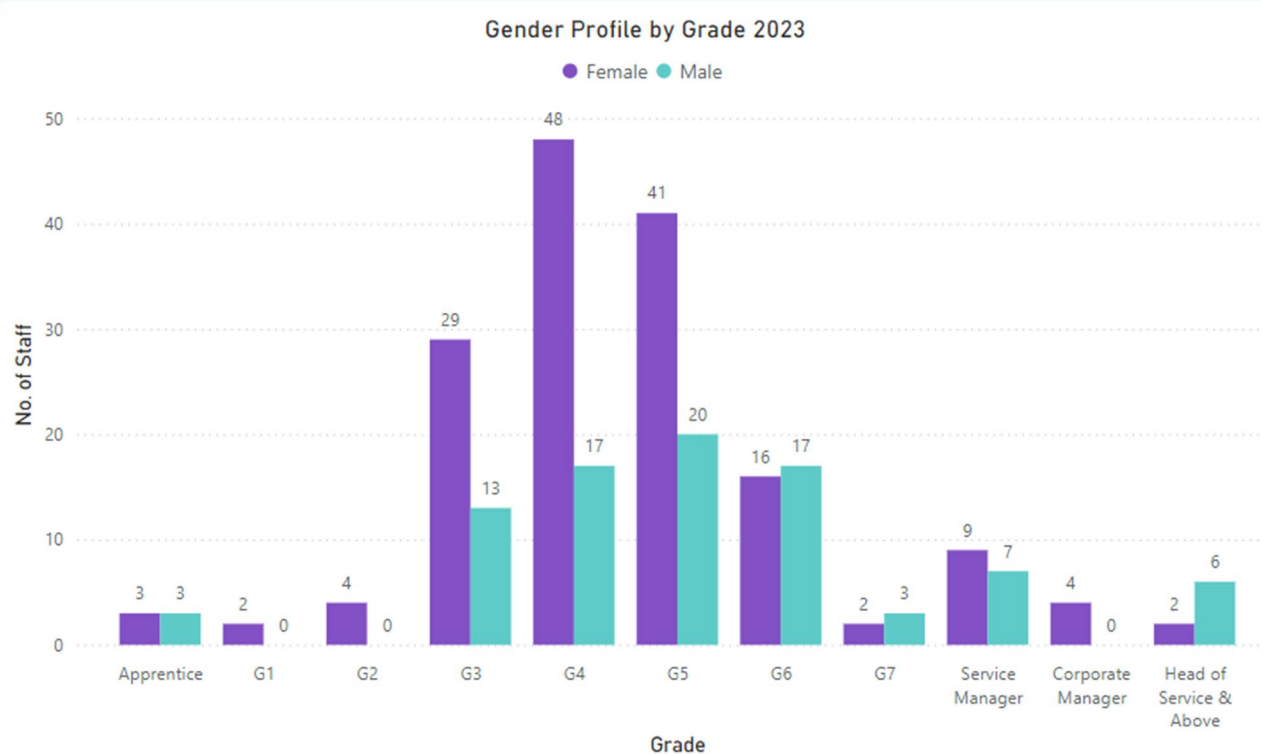
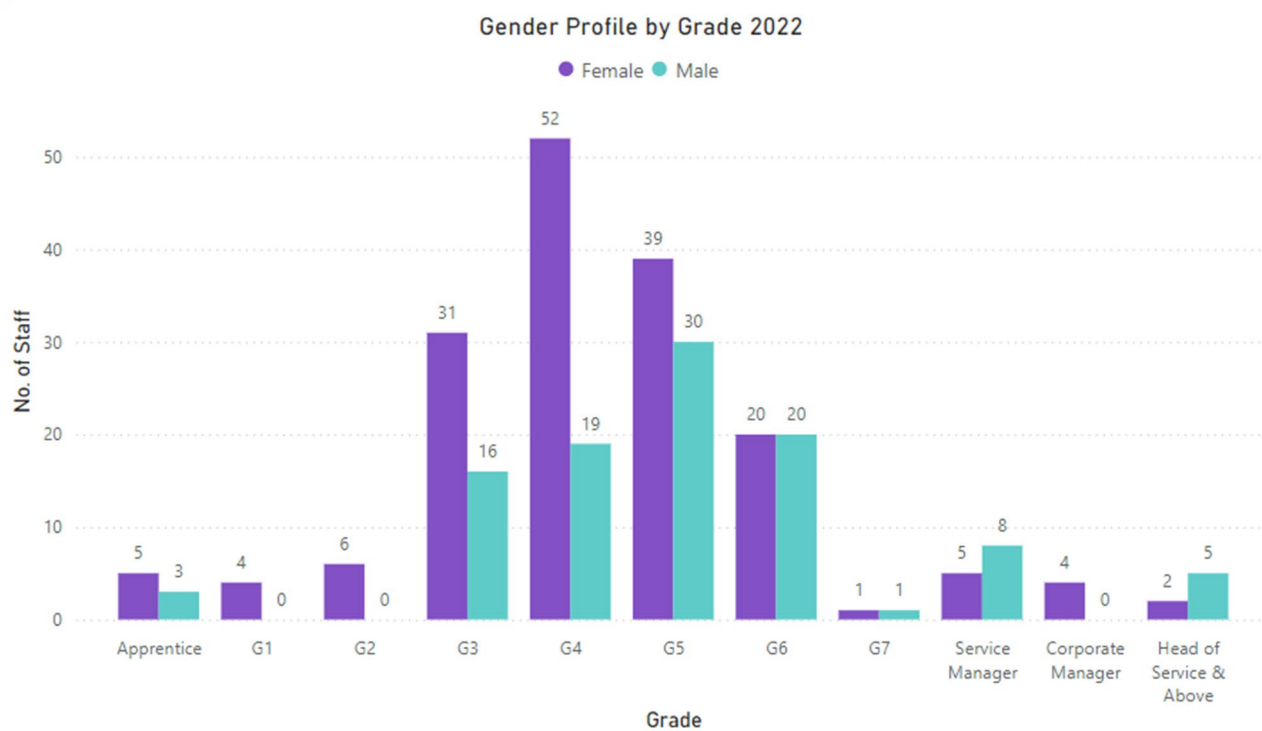
Due to the council's financial challenges, it is anticipated that some service reviews will need to be undertaken to achieve the Council's savings requirements and it is anticipated that the involuntary turnover in particular will rise. At the time of writing, it is not yet clear what effect devolution will have on the organisational structure, but we would anticipate that there will be changes.

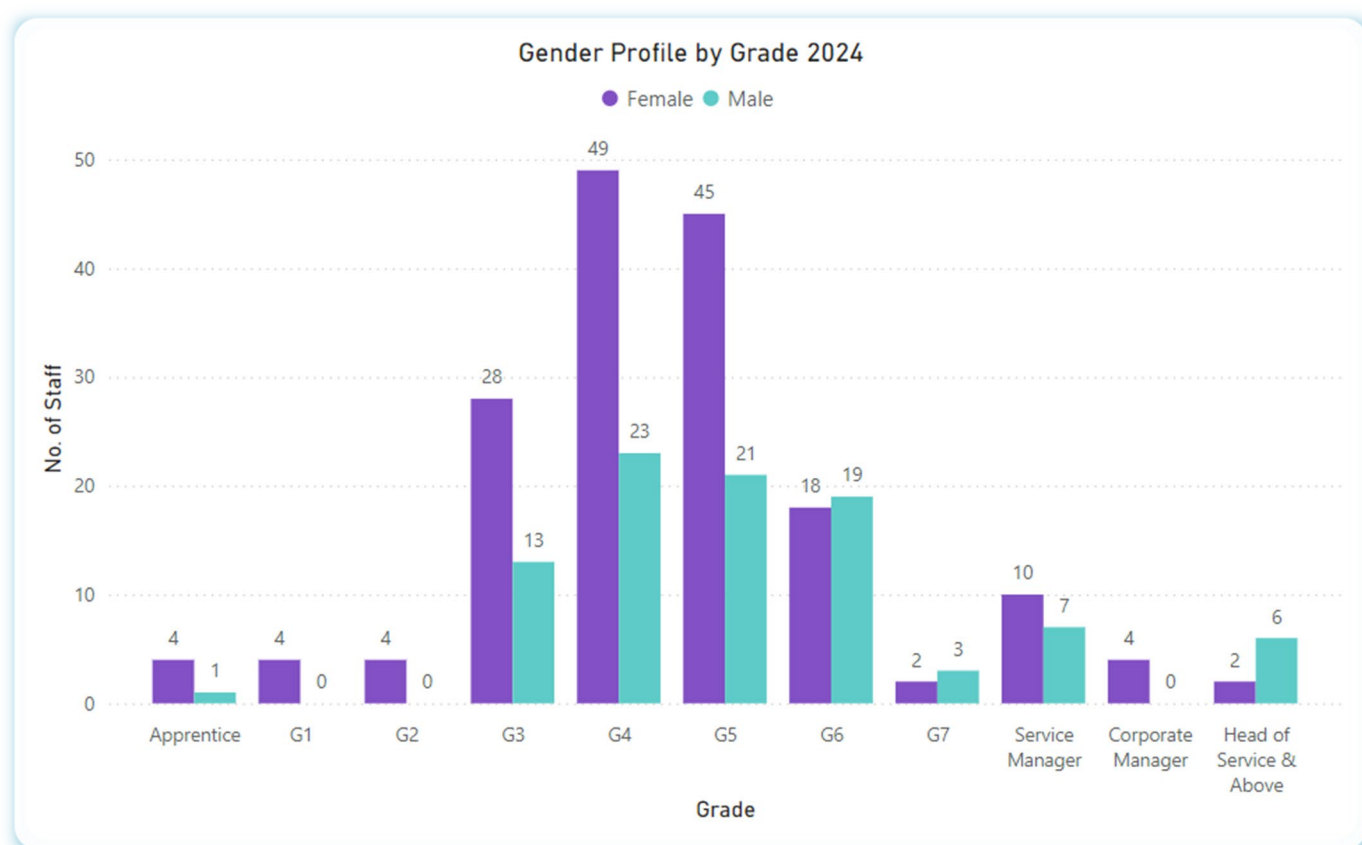
Gender profile

- 3.5 There has been a slight increase of both the number of male employees and female employees during 2024 although the number of female employees is still higher than males. These changes are illustrated in the graph's below:



Further gender breakdowns are provided by grade below:





Whilst the headcount for 2024 has increased, the percentage of females employed in the workforce has very slightly reduced from 2023 to 64.37% (168 females). The number of females employed in Service Manager and Corporate Manager grades continues to surpass the number of males. However, there are still more males in the Head of Service and above roles despite a higher percentage of females to males in the workforce. Local authority sample comparator data shows a similar percentage of female staff: Surrey Heath BC had 64% (at 31st March 2022) of females and Waverley BC had 63.1% (at 31st March 2024) of females.

The gender pay gap (which is calculated retrospectively) for Rushmoor as at 31st March 2024 ('snapshot date') equates to a **12.75%** difference (or 'gap') in pay rates, with the female average salary being lower than the male average salary. Both the mean and median pay gap has increased for the first time. Rushmoor's gender pay gap data for the past few years are detailed in the table below:

Year	Mean	Median
2022	13.8%	10.9%
2023	12.69%	9.52%
2024	12.75%	9.84%

According to the LGA² the local government **mean** gender pay gap for 2023/24 was 3.5% and the **median** was 1.7%. On average women were paid less than men in 167 authorities, in 25 authorities the pay gap was zero and in 101 authorities' women were paid more than men (median calculation). As the calculations are percentages and the number of senior employees relatively small, a change in gender of any senior role can have a significant impact on the gender pay gap calculation.

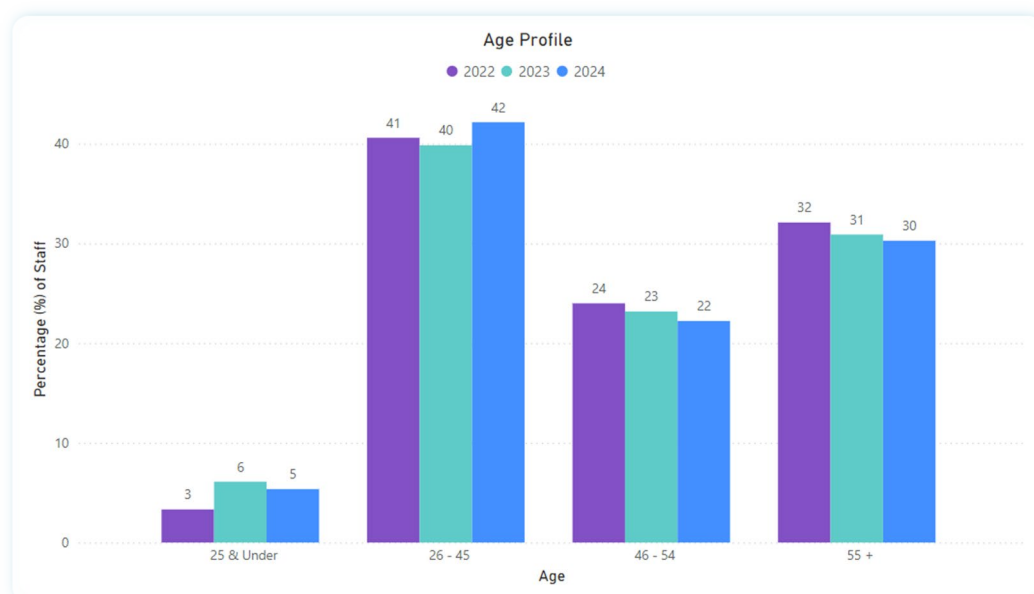
The mean and median gender pay gap comparator data can be found below:

Council	Year	Mean Gender Pay Gap	Median Gender Pay Gap
Waverley	2023	12.5%	12.6%
Surrey Heath	2023	12.2%	17.3%

This year female members of ELT hosted a 'Women in Leadership session' which was well attended and provided insightful information for female colleagues in particular. In line with the People Strategy and Service Plan the Council will continue to promote secondments, cross council project working, encourage the personal development of employees, and those with the potential to progress into senior roles and continue to encourage flexible working, to facilitate positive shifts in the Council's gender pay gap.

Age Profile

- 3.6 The graph below highlights the age profile of the workforce at the Council. The age range of staff between 26 and 45 continues to be the highest and rising (42.15%, 110 members of staff) and the next highest age group (30.27%, 79 members of staff) is the 55 and over age group.



The 25 and under age group (5.36%, 14 members of staff) has very slightly decreased in 2024. We are keen to encourage more younger people to work

² [The gender pay gap in local government 2023/24 | Local Government Association](#)

at the Council and we will be working with the Community and Partnerships Team to deliver an in-house work experience programme as part of the Council's Young Peoples' Plan.

According to the Local Government workforce data (August 2024)³ the age of most council staff is between 40 and 64. The Council has had recent success in recruiting younger people into roles.

Ethnicity Profile

- 3.7 The ethnic data for the workforce as at December 2024, compared to the Rushmoor Population (2021 Census) data is detailed in the table below:

	Council workforce	Rushmoor Population (2021 Census)
White	83.91%	77.5%
Black and Minority Ethnic (BAME)	6.51%	22.5%
Not stated/Not Known/Prefer Not to Say	9.58%	N/A (<i>all questions need to be answered in the Census</i>)

Whilst it is currently not mandatory to provide a yearly ethnicity pay gap report we have decided this year to voluntarily provide a report.

The ethnicity pay gap is calculated by comparing the average pay of our White employees with that of our employees from the Black and Minority Ethnic groups (BAME). For the year ending 31st March 2024 the median ethnicity pay gap is **5.3%** and the mean ethnicity pay gap is **12.7%**⁴.

Given the pay gap we now need to consider how we can address as part of our commitment to be a more inclusive organisation, including looking at our culture, recruitment and development policies and the way we work to encourage a more diverse and inclusive workforce from the local community and beyond. In particular we will focus on how we advertise and promote roles at the Council, consider how we promote an in-house work experience programme as part of the Council's Young Peoples' Plan and review our secondment/development opportunities.

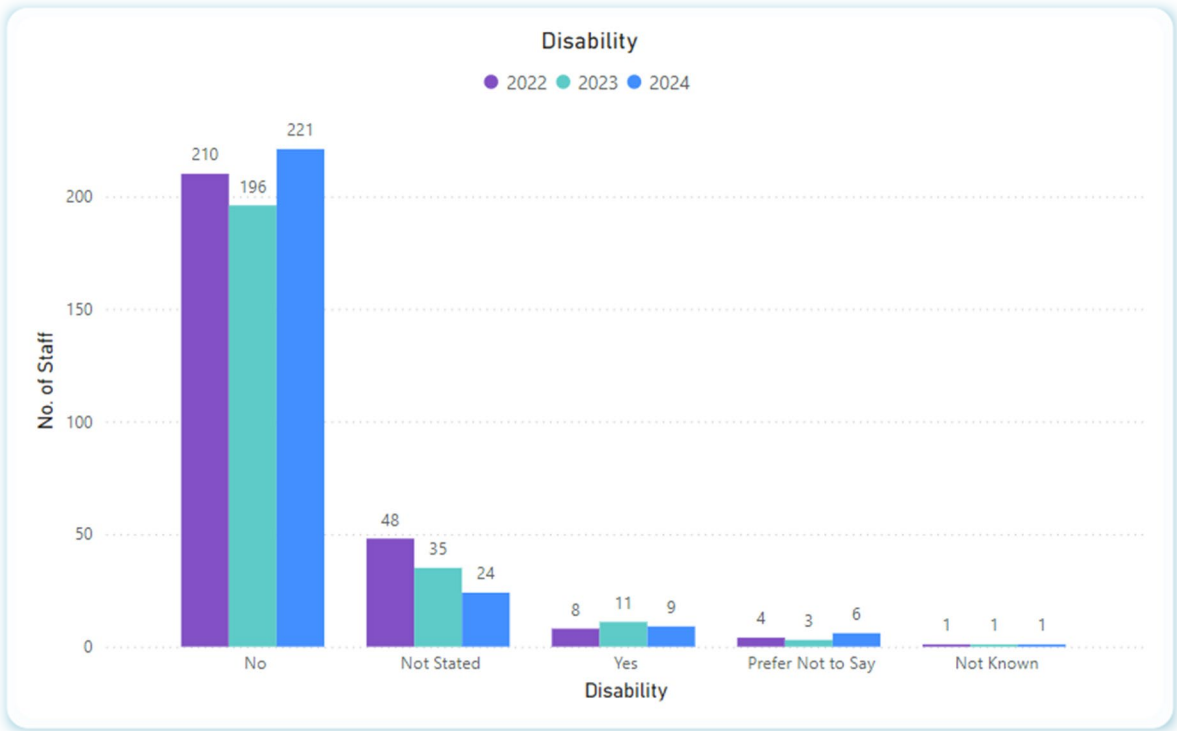
Disability Profile

- 3.8 The disability profile at Rushmoor shows that there has been a slight increase in the number of staff declaring 'preferring not to say' whether they have a disability. People do seem reluctant to record disability but it is important for the council to understand how to best support staff with a disability in the workplace. The Council will continue to encourage staff to update their personal records and lower the 'prefer not to say' section in particular. Further

³ [Local government workforce summary data - August 2024](#)

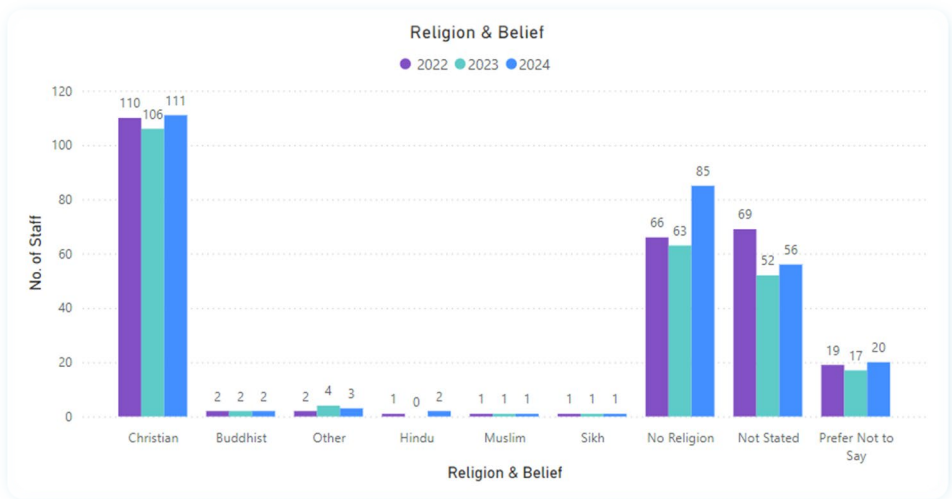
⁴ Note: that there were 20 employees not included in this report as they chose not to share their ethnicity.

work will also be undertaken to review the Council’s recruitment and selection processes in line with Equality, Diversity and Inclusion (EDI).



Religion and Belief Profile

3.9 The religion and belief profile in the graph below shows a slight increase in the number of council staff not updating the religion and belief section of their personal records. This could relate to anxiety around recent local events such as the demonstrations at Potters Hotel. The People Team are working with all employees to understand why individuals might be reluctant to report and will continue to encourage all staff to update their personal records.



4 Sickness

- 4.1 The table below shows sickness absence data at Rushmoor for the last three years:

	Days lost per FTE	Short term absence - days lost per FTE	Long term absence – days lost per FTE
2022	4.56	3.08	1.48
2023	4.23	2.41	1.85
2024	4.54	3.2	1.28

NB: Long term absence is absence that extends beyond 4 weeks

- 4.2 The average number of working days lost per annum due to sickness absence in local government is 8.7 days per FTE as reported in the LGA Workforce Survey, England 2022/23⁵.
- 4.3 Short term absence at Rushmoor has increased to 3.2 days lost per FTE in 2024 from 2.41 days lost per FTE in 2023. Long term absence has decreased to 1.28 days lost per FTE from 1.85 days lost per FTE.
- 4.4 During 2024, the most common reasons for the number of episodes for sickness absence were coughs, colds, flu and gastrointestinal problems. The most common reason for the number of days lost were due to anxiety, stress and depression.
- 4.5 The data shows a reduction in long term sickness absence and an increase in short term absence. The main reasons for absence continue to be anxiety, stress and depression. It is therefore essential that we continue our focus on supporting employee health and wellbeing.

5 Health and Wellbeing

- 5.1 Feedback provided by employees in the 2023 Health and Wellbeing Survey led to the introduction of a number of health and wellbeing initiatives to provide further support to our existing health and wellbeing provision such as the Employee Assistance Programme (EAP). At the beginning of the year the Council implemented a Health, Wellbeing and Stress Management Code of Practice which outlines the responsibilities for the Council, Line Managers, the People Team and employees to proactively and reactively manage and minimise the impact of stress-related issues within the Council. The Council also implemented a Health and Wellbeing Statement of Intent to demonstrate the Council's commitment to organisational wellbeing with four pillars of support: Mental Wellbeing, Physical Wellbeing, Social Wellbeing and Financial Wellbeing. The Council will be launching the biennial Health and Wellbeing Survey in 2025 and the questions will largely remain the same to enable comparisons to be made but additional questions can be added to

⁵ [2022 Local Government Workforce Survey | Local Government Association](#)

reflect current situations. One of the additional questions we will be asking is how hybrid working is operating in teams.

5.2 Another initiative was to create an Employee Support Team to offer non-judgemental, safe space for employees to talk. These roles were advertised internally in April 2024 and after a recruitment and selection process and the completion of specialised mental health first aid training the Employee Support Team was formed and launched to colleagues offering support with wellbeing issues or during difficult times and the signposting to further support where required.

5.3 The People Team also promote and lead on health and wellbeing events, designed to raise awareness of the importance of physical, financial, social and mental health. There were a number of health and wellbeing initiatives held during 2024 which are detailed below:

- Mental Health Awareness week
- International Men's Day
- International Women's Day
- World Book Day
- World Suicide Prevention Day
- Time to Talk Day
- International Thank you Day
- Financial Wellbeing Day
- World Menopause Day
- World Food Day
- Grief Awareness Week
- International Day of Persons with Disabilities
- Volunteering Week
- On Your Feet Day
- Monthly in person and virtual 'Tea Breaks' offering time and space for colleagues to connect.
- Wellbeing Walks run monthly and linked to wider events where relevant, for example Men's Walk and Talk as part of International Men's Day.
- Other wellbeing activities including a Book Club, Uno club, social get togethers after work around once a month on a Friday.

5.4 The Council provides an Employee Assistance Programme (EAP) which offers support to employees and their families with health and wellbeing, via telephone counselling, face to face counselling, a Health Portal and a 24-hour help/advice line. Monthly newsletters from the Council's EAP provider are published on Viva Engage and the People Portal. The annualised EAP utilisation for the Council in 2024 was **9.5%**, calculated as counselling and advice calls. During this time a total of **30** calls were logged which is slightly lower than the **34** calls in 2023. The online portal received a total **27** log ins within this reporting year which is down from **49** log ins in 2023. Mental health issues are still the highest category of calls. The EAP data will be further analysed to shape the health and wellbeing support the Council provides staff

and be reviewed alongside the Health and Wellbeing questions for the survey in 2025.

6 Equality, Diversity and Inclusion (EDI)

- 6.1 In collaboration with colleagues in the Policy, Strategy and Transformation Team we are reintroducing best EDI practices and have assisted with the development of the Council's equality impact assessments to identify any impact on the protected characteristics in the community and also in the workplace.
- 6.2 The people team also attend and participate in a number of EDI webinars held by Frimley Integrated Care System including the yearly EDI conference. We are then able to use the information received to help form our own EDI best practice journey and initiatives.
- 6.3 There is an Equality, Diversity and Inclusion page on our People Portal which provides useful information and resources including: our duties under the Equality Act, definition of EDI, webinars from Frimley ICS EDI conference such as 'My Journey as an Active Race Ally and Breaking Boundaries: How Inclusive are we Really.
- 6.4 We have also organised the delivery of EDI learning opportunities and initiatives including neurodiversity awareness and co-created and delivered a Disability Awareness Session with RAAG.

7 Pay Award

- 7.1 The Local Government Pay Award covering the period 1st April 2024 to 31st March 2025 was agreed by the Unions on 23rd October 2024. Employees up to and including NJC scale pay point 43 received a flat increase of £1,290 on base salary. Employees on locally determined pay points above pay point 43 and below Chief Officers received a 2.5% increase on base salary. The increase for local authority Chief Executives was 2.5% on base salary. The pay uplift's for employees and the Chief Executive were processed and paid in the November 2024 payroll. The pay award for Chief Officers was agreed and applied in August 2024 with a 2.5% increase on base salary.
- 7.2 Future pay negotiations by the National Employers will need to consider the potential national minimum wage increases and the effect this will have on the current NJC scale points. Whilst this will mainly affect the lower spinal pay points there will be a knock-on effect with higher scale points.

8 Reward and Recognition

- 8.1 The Corporate Peer Review 2024 identified a need to do more to celebrate our successes and recognise our achievements. We've reviewed our current approach and recommendations will be brought forward for consideration by Cabinet in March 2025 to enhance our existing offer. The proposals currently include:

- Introduction of a 'Rushmoor Staff Awards' event, to be trialled in 2025.
- Revision of existing Long Service Awards so staff receive their awards on their anniversary date.
- Introduction of a new Loyalty Award at 10 and 20 years service.

8.2 We have introduced the following to encourage colleagues to celebrate success and say thank you:

- Launch of values postcards In November 2024 to say thanks to and celebrate colleagues who demonstrate one of our four values.
- Improved access to information about existing recognition initiatives via a new dedicated page on our People Portal.

8.3 We have also seen a number of teams share stories of success, celebrate achievements and say thank you to colleagues via Microsoft Engage, Staff Live, as part of 'Thank you' day held in July 2024 and via the Santa's Nice List at our Christmas 2024 staff event.

9 Recruitment and Selection

9.1 Whilst recruitment reduced during 2024 the challenge to recruit to skilled roles such as legal professionals remained. This has led to the Corporate Manager – Legal Services recruiting junior legal professionals with the intention of 'growing our own'. According to the CIPD Labour Market Outlook Spring 2024⁶ the challenges filling vacancies was most prevalent in the public sector.

9.2 The LGA conducted research that showed that 94% of councils were experiencing recruitment and retention difficulties. Working with Solace, Storycatchers (an advertising and communications agency) and backed by national research they piloted a media campaign in for local authorities in the North East from January to March 2024. Based on their research '*Make a difference, work for your local council's*' became the slogan and the media campaign included posters of employees in typical roles in local government which were advertised across all channels and on public transport and billboards. As a result, applications to North East Jobs increased by 8.89% (year on year) in February 2024. The success of this pilot led to the roll out nationally to other areas. For the Southeast the campaign started in November 2024 and the campaign toolkit was provided for us to adapt accordingly. However, since the campaign has been live and the toolkit available, we have not had vacancies that are appropriate to use the campaign toolkit. The LGA will provide an update on the National Campaign in the Southeast on the 16th January 2025.

9.3 Rushmoor currently uses the Jobs Go Public (JGP) recruitment advertising and applicant tracking system (portal). The current extended contract with JGP ends in June 2024 and the Council has commenced a procurement process for a new applicant tracking system. One key point to note is that there is an increase in the number of applicants not wanting to declare a

⁶ [CIPD Labour Market Outlook Spring 2024](#)

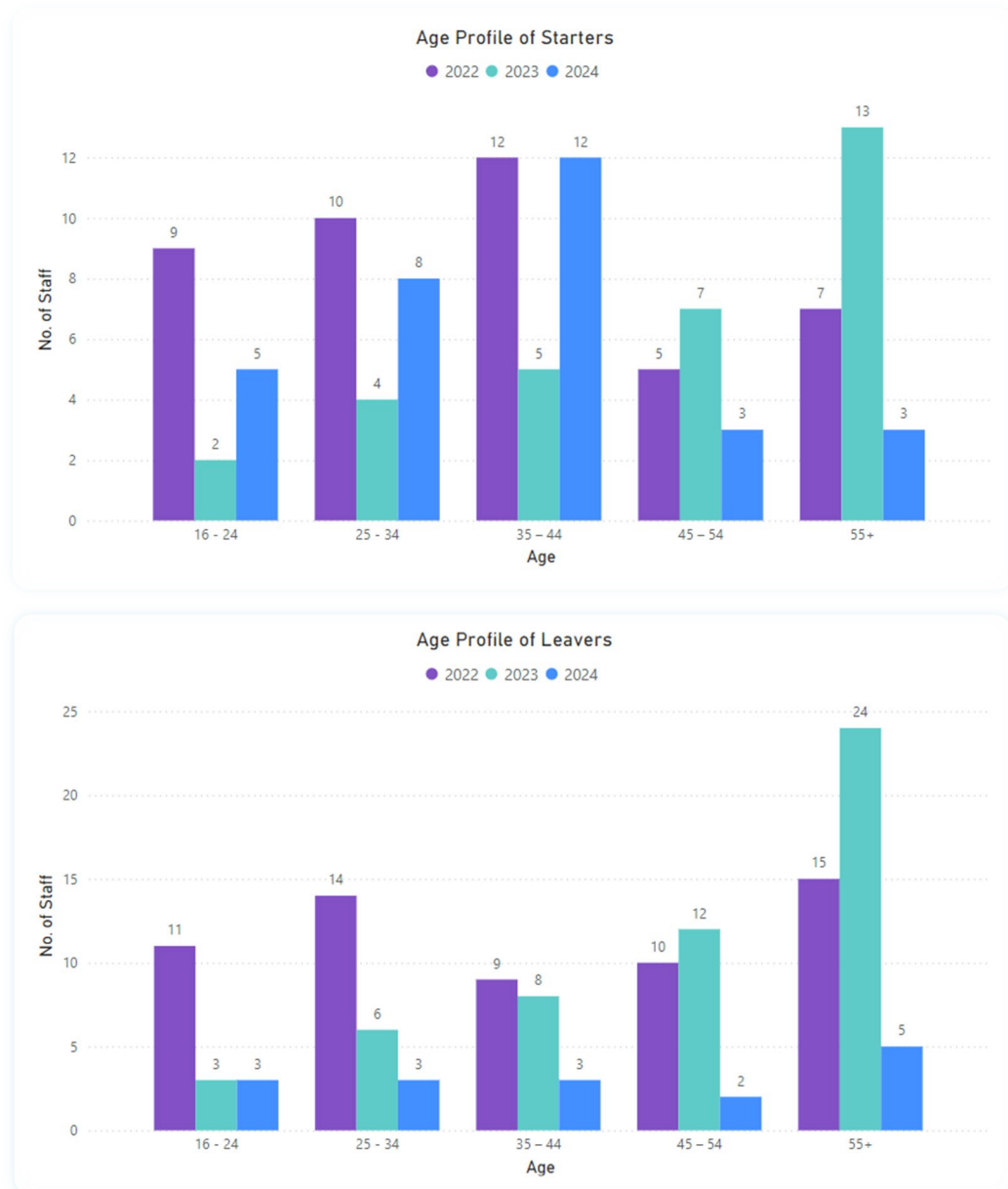
protected characteristic on the equalities and diversity form which is used only for monitoring purposes and not for selection reasons. This could demonstrate a lack of trust in the provision of this information.

9.4 Between 1st January and 31st December 2024 there were **30** vacancies advertised on the JGP portal, with a total of **523** applications received.

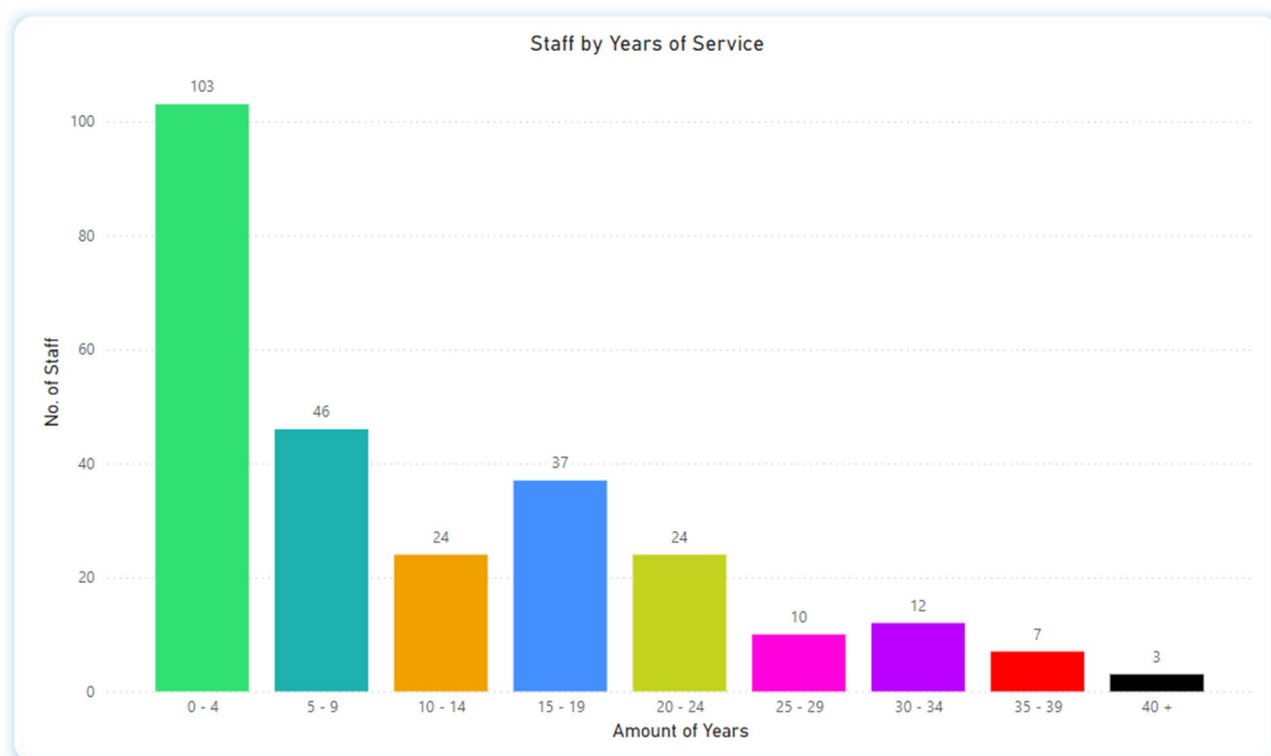
- **24** of these vacancies have an appointed candidate for the role
- **6** advertisements for 2 vacancies were not filled (Princes Hall Caretaker advertised 3 times, Technical Officer – Environmental Health, advertised 3 times).

In addition, 4 posts were advertised and filled internally.

9.5 The age profile of starters and leavers for the last three years is detailed in the graph below:



For 2024 the highest number of new starters were in the 35-44 age bracket which is very different to the year before. The number of leavers for 2024 is remarkably low for all age ranges and is highlighted in the turnover calculations provided at the beginning of this report. According to the CIPD turnover survey⁷, the most common length of service is between two and five years.



10 Apprentices and the Apprenticeship Levy

- 10.1 Since the introduction of the apprenticeship levy in April 2017, the Council has been able to utilise 77% of available funding for the provision of apprenticeship training. The Council remains committed to promoting and developing apprenticeship opportunities, recognising their vital role in nurturing talent and building skills in the workforce. The funding can be used for training for new apprentice contracts and for upskilling existing staff through recognised programmes. In the reporting period 2024, the apprenticeship levy has been used to fund the following apprenticeships:

New Apprentice Contracts			
Apprenticeship	Service	Start	End
Business Administrator Level 3	Operations	Apr 2022	Apr 2024
Events Assistant Level 3	Economy, Planning and Strategic Housing	Oct 2022	May 2024
Associate Project Manager Level 4	People	Oct 2021	Jun 2024

⁷ [Benchmarking employee turnover: What are the latest trends and insights? | CIPD](#)

Software Developer Level 4	Office of the Assistant Chief Executive	Apr 2023	Oct 2024
Regulatory compliance Level 4	Operations	Apr 2024	Oct 2025
Business Administrator Level 3	Operations	May 2024	Dec 2025
Installation electrician / maintenance electrician L3	Property, Estates and Technical Services	Jan 2021	Jan 2025
Creative Venue Technician Level 3	Operations	Sep 2023	Sep 2025
Apprentice Upskilling for existing staff			
Payroll Administration Level 3	People	Jun 2022	Mar 2024
Associate Project Manager Level 4	Office of the Assistant Chief Executive	Oct 2021	Apr 2024
Senior Leader Level 7	Office of the Assistant Chief Executive	Oct 2024	Jan 2027
Chartered Town Planner Level 7	Economy, Planning and Strategic Housing	Sep 2022	Mar 2029

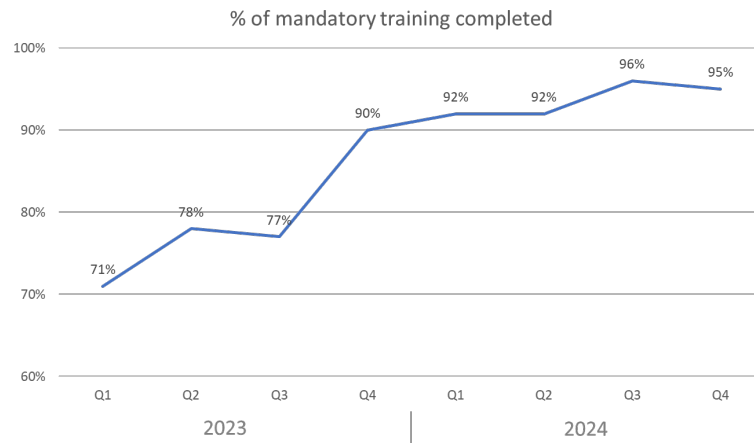
10.2 The Council has two tiers for salary for new apprentice roles. Those studying towards an entry level qualification, up to Level 3 have a starting salary of £14,921 (£7.73 per hour) and those studying towards a Level 4 or above have a starting salary of £22,640 (£11.73 per hour). Both tiers are higher than the National Minimum wage (£6.40 per hours 2024, rising to £7.55 per hour from April 2025) for apprentices to support with recruitment and retention on this area.

11 Learning and Development

- 11.1 Corporate and individual learning and development needs are identified during the Development Review process (May to August).
- 11.2 Learning needs identified during this process contribute to the development of the Corporate Learning and Development plan which supports delivery of the Council Plan and People Strategy.
- 11.3 Service and role specific learning and development needs are also identified through the Development Review process. These are prioritised and organised by each service area.
- 11.4 The corporate training learning and development budget stands at £13K. To complement this budget, the council pull on internal/external resources and collaborate with networks to deliver the Corporate Learning and Development activities for 2024/25.
- 11.5 Corporate Learning and Development opportunities and events delivered during 2024 included:
- Learning at work week
 - Climate Change Lunch and Learn
 - Managers Neurodiversity awareness training

- Menopause for Men session
- Staff Showcase
- Suicide Awareness
- Mental Health First Aid
- Women in Leadership
- Managing Conflict and Aggression
- CMT and Service Manager Workshops
- Prevention of Sexual Harassment training for managers and employees
- Disability Awareness

- 11.6 A highlight of this year's learning and development calendar was Learning at Work Week which was held in September to celebrate growth and collaboration across the organisation. The week featured a diverse range of activities including a Staff Showcase, a thought-provoking session on Women in Leadership and the promotion of online learning opportunities. This initiative was a true collaborative effort, with events designed and delivered by individuals and teams across the organisation, showcasing our shared commitment to fostering a culture of learning and professional development.
- 11.7 In total 195 (75%) members of staff attended at least one corporate funded learning and development opportunity in 2024 (not including on demand digital learning opportunities).
- 11.8 During 2024 we've seen a positive increase in learning events designed and delivered by teams across the organisation. These include:
- Artificial Intelligence session
 - Planning information session
 - Immigration training
- 11.9 In addition to these corporate learning and development activities, the council has an eLearning platform, SkillGate, which was successfully launched in August 2023 alongside a refreshed communications plan led by the People Team including automated reminders sent from the system on a weekly basis, a line manager dashboard detailing compliance in direct teams, the People Team also target individuals with bi-monthly reminders reiterating the need for and importance of completion. This has had a positive impact and seen an increase in compliance across the organisation, rising to **95%** by December 2024.



- 11.10 Alongside mandatory training, staff also have access to a wide selection of self-development courses on a range of topics, published through internal communication channels. The Council have partnered with a local company, SeedL to provide a learning platform for local businesses delivering live webinar style training. This learning platform is open for all staff to access and acts as an important boost to the variety and quantity of learning on offer.
- 11.11 The People Team continue to deliver training both 'face to face' and remotely depending on the subject. The challenge for the People Team in 2025/26 will be to further develop a range of delivery options available to staff in collaboration with the many subject matter experts in the council, whilst simultaneously increasing engagement levels and delivering learning outcomes aligned to the councils' new priorities. The Council will also now need to think about the implication of Devolution and Local Government Review on our Learning and Development approach and this is discussed further below.

12 Induction

- 12.1 All new starters complete mandatory eLearning modules as part of the induction activities when they join the council. New starters are also invited to attend the corporate induction sessions including a Tour of the Borough, Meet the Directors and other informal introductions to Health and Safety, Finance, Democracy and the People Team.
- 12.2 This year we have introduced Introduction to Safeguarding, and Introduction to the Communications Team and Introduction to Finance.
- 12.3 A member of the People Team will check in with each new starter at three months and six months to see how they are settling in and provide advice and guidance as appropriate. This is an important opportunity valued by new employees which checks how our new starters are settling in and enable us to pick up on any issues quickly. Managers will also meet regularly with their new starters providing an induction programme and also checking to see how they are doing and what support and information they need to help perform in their work and to settle into the organisation.

13 Communication and Employee Engagement

- 13.1 Over the last year, more focus was placed on how the Council communicate and engage staff in the organisation, through multiple channels that offer choice and accessibility, with clear, frequent, and timely messaging on key issues. Providing staff an opportunity to voice diversity of opinion and have a say in the decisions that affect their work. We will be exploring establishing a cross-cutting internal communications group in 2025.
- 13.2 Key communication strategies and engagement activities the People Team led on and/or contributed towards during 2024 include:
- 'Engage 24/7' an anonymised survey open throughout the year for staff to share their experiences of working at Rushmoor which provides a temperature check on how staff are feeling.
 - Contribution at Staff Live sessions
 - Creation of a survey for Elected Members and Staff on Safety and Security to share views on how this currently works and any improvements that could be made.
 - Rushmoor Round Up! A monthly staff newsletter in collaboration with the Communications Team.
 - Christmas Event, Advent Calendar and 'Nominate a colleague to Santa's Nice List' for staff to show appreciation for a colleague.
 - Continued publishing of the SeedL learning platform as a way to access a variety of development topics.
 - Long Service Awards for staff who have worked at Rushmoor for 20 years or more.
 - 'Equal Opportunities' focus on review and updating records held to better understand the composition of the workforce.
 - Development of the People Portal, updates and new pages added.
 - Engagement and postings with relevant articles and information on Viva Engage

14 Implications of Devolution and Local Government Reorganisation (LGR)

- 14.1 At the time of writing, it is not yet clear what effect devolution will have on the organisational structure, but we would anticipate that there will be changes. We therefore anticipate that more focus for the People Team will be centred around change management and how we assess, develop and support our employees through this. Continued communication and engagement with employees will be vital during our devolution journey.

15 Conclusion

- 15.1 This year has seen an increase in the number of wellbeing initiatives offered to our employees and in particular the launch of the Employee Support Team. The Learning at Work which included an informative Staff Showcase was well attended and the 'Women in Leadership session' was insightful. Our employee engagement has also increased via sharing views in Survey's,

Drop-in-sessions and other opportunities for employees to come together to connect. For 2025 the key focus areas will be the implementation of our new recruitment and selection system, further EDI initiatives, Employee Recognition awards and change management support.

**PAY POLICY STATEMENT, GENDER PAY GAP AND ETHNICITY PAY GAP
REPORT**

SUMMARY AND RECOMMENDATIONS:

SUMMARY:

Under the Localism Act 2011, the Council is required to consider and approve a pay policy statement for the financial year. The statement requires a recommendation to Council for the statement covering 2025/26.

Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, the council are also required to publish gender pay gap calculations annually based on a data as at 31 March 2024. This information is for noting by the Committee.

In addition, the Council is reporting on its ethnicity pay gap for the first time for noting by the Committee.

RECOMMENDATIONS:

- (1) The Council be recommended to agree the Pay Policy Statement for 2025/26 as set out in Appendix A.
- (2) The Gender Pay Gap calculations for 2023/24 be noted.
- (3) The Ethnicity Pay Gap calculations for 2023/24 be noted.

1. BACKGROUND & INTRODUCTION

- 1.1 Under the Localism Act 2011, the Council is required to consider and approve a pay policy statement for the financial year. The Council's pay policy statement for 2025/26 is set out in **Appendix A**.
- 1.2 The Act requires that taxpayers can access information about how public money is spent on their behalf. It translates this into a requirement for improved transparency over both senior council officer pay and that of the lowest paid employees. To support this, the Act requires publication of an annual pay policy statement.
- 1.3 The Act sets out specific information that must be included in the Pay Policy Statement as follows:

- the pay framework, level and elements of remuneration for Chief Officers
- the pay framework and remuneration of the 'lowest paid' employees
- the relationship between the remuneration of the Chief Officer and other officers
- other policies relating to specific aspects and elements of remuneration such as pay increases, other allowances or payments, pension and termination payments.

1.4 Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, the council are also required to publish gender pay gap calculations annually. The Council's Gender Pay Gap Report is set out in **Appendix B**.

1.5 Currently there is no legal requirement for organisations to calculate and publish an annual ethnicity pay gap report. However, the Council has decided to voluntarily publish an annual Ethnicity Pay Gap Report and develop an action plan to address any unjustifiable disparities between different ethnic groups which is set out in **Appendix C**.

2. THE PAY POLICY STATEMENT

2.1 The Pay Policy Statement contains two main components. It sets out the framework within which pay is determined in Rushmoor Borough Council and it provides an analysis comparing the remuneration of the Chief Executive with other employees of the authority.

2.2 The comparisons included within the paper look at the ratio between the Chief Executive and the full-time equivalent salary for a permanent member of staff employed in the lowest grade within the structure. The ratio for 2025/26 is 1:5.74.

2.3 The second ratio included within the analysis, looks at the relationship between the median remuneration of all staff compared to the Chief Executive. The ratio for 2025/26 is 1:3.3.

2.4 The recommendation of the Hutton Report (2010) is that public sector organisations should comply with a maximum multiple of 1:20. Rushmoor is well within this multiple.

2.5 The Pay Policy Statement is forward looking and based on pay as anticipated for the following financial year.

3. THE GENDER PAY GAP

3.1 The Equality Act requires the publication of the Council's Gender Pay Gap (mean and median values), Gender Bonus Gap (mean and median values), proportion of men and women receiving bonuses, proportion of men and woman in each quartile of the organisations pay structure. The council does not pay Bonus payments and therefore there is nothing to report in those categories.

3.2 The mean gender pay gap equates to 12.75 % with the female average salary

being lower than the male average salary. The gap has increased from 12.69% in the previous year.

- 3.3 The median gender pay gap equates to 9.84% with the female median rate being lower than the male median rate. The gap has increased slightly from 9.52% reported in the previous year.
- 3.4 The proportion of men and women in each quartile has changed slightly with a notable increase in the number of women in the upper quartile.
- 3.5 The Gender Pay gap is reported retrospectively as at the 31 March in any year.
- 3.6 As the calculations are percentages and the number of senior employees at the Council relatively small, a change in gender of any senior role can have a significant impact on the gender pay gap calculation. A range of activities have been undertaken to encourage female employees to consider senior roles. Female members of ELT hosted a 'Women in Leadership session' which was well attended and provided insightful information for female colleagues in particular. In line with the People Strategy and Service Plan the Council will continue to promote secondments, cross council project working, encourage the personal development of employees, and those with the potential to progress into senior roles and continue to encourage flexible working, to facilitate positive shifts in the Council's gender pay gap.

4. THE ETHNICITY PAY GAP

- 4.1 Whilst it is currently not mandatory to provide a yearly ethnicity pay gap report we have decided this year to voluntarily provide a report to demonstrate our commitment to equality, diversity and inclusion in the Council and, as we have a gap, set a baseline for improvement.
- 4.2 The ethnicity pay gap is calculated by comparing the average pay of our White employers with that of our employees from the Black and Minority Ethnic groups (BAME).
- 4.3 The mean ethnicity pay gap equates to 12.7% with the non-white average salary being lower than the white average salary.
- 4.4 The median ethnicity pay gap equates to 5.3% with the non-white median rate being lower than the white median rate.
- 4.5 The Ethnicity Pay gap will be reported retrospectively as at the 31 March in any year.
- 4.6 Given the ethnicity pay gap the Council will now consider how we can address this as part of our commitment to be a more inclusive organisation. This could include looking at our culture, reviewing our recruitment and development policies and considering the way we work to encourage a more diverse and inclusive workforce from the local community and beyond. In particular we will

focus on how we advertise and promote roles at the Council, consider how we promote an in-house work experience programme as part of the Council's Young Peoples' Plan and review our secondment/development opportunities

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APPENDICES

Appendix A: Pay Policy Statement 2025/26

Appendix B: Gender Pay Gap Report 2024

Appendix C: Ethnicity Pay Gap Report 2024

BACKGROUND DOCUMENTS:

Communities and Local Government Openness and Accountability in Local Pay: Guidance under Section 40 of the Localism Act

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/5956/2091042.pdf

Communities and Local Government Openness and Accountability in Local Pay: Guidance under Section 40 of the Localism Act Supplementary Guidance

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/85886/Final_Supplementary_Pay_Accountability_Guidance_20_Feb.pdf

Rushmoor Borough Council

Pay Policy Statement for the Financial Year 2025-2026

1. Purpose and Definitions

- 1.1 The purpose of this pay policy statement is to set out Rushmoor Borough Council's (RBC's) policies relating to the pay of its workforce for the financial year 2025 - 26, in particular:
- a) the remuneration of its Chief Officers
 - b) the remuneration of its "lowest paid employees"
 - c) the relationship between
 - the remuneration of its Chief Officers
 - the remuneration of its employees who are not Chief Officers

Definitions

- 1.2 For the purpose of this pay policy statement, the following definitions will apply: -

"Chief Officer" refers to the following roles within RBC:

- Chief Executive, as Head of Paid Service
- Assistant Chief Executive
- Executive Directors
- Executive Heads of Service
- Heads of Service

The **"lowest paid employees"** refers to permanent or fixed-term staff employed at Grade 1 of the pay scale. Grade 1 is the lowest grade.

An **"employee who is not a Chief Officer"** refers to all permanent or fixed-term staff who are not within the "Chief Officer" group above, including the "lowest paid permanent employees" i.e., staff on Grade 1.

2. Remuneration of the "lowest paid employees" and "all other employees who are not Chief Officers"

Pay framework

- 2.1 Pay for the "lowest paid employees" and "all other employees who are not Chief Officers" is determined by the National Joint Council for Local Government Services and in line with the council's Pay and Reward Policy.
- 2.2 Not included in the definitions referred to above, there is a small and fluctuating number of 'casual' staff, some of whom receive lower salaries in accordance with minimum wage legislation.

- 2.3 The employment of casual staff recognises the need to have a small team of trained and available workers who can be deployed at short notice to assist with seasonal and emergency requirements. This approach enables the organisation to have an efficient and economic response to workload demands but without the need to incur unnecessary costs or to rely upon employment agencies. The use of casual contracts is regularly reviewed and staff engaged in this way are encouraged to apply for permanent roles when they become available.
- 2.4 The only other group employed by the Council who are excluded from the pay comparison data are apprentices. The apprentices are employed for a designated period during which time they are provided with on and off job training alongside the opportunity to gain valuable experience within a working environment. For this reason, the salary comparison would not be relevant.
- 2.5 The Pay and Reward Policy was last updated in 2023. The policy is in line with national guidance, with the grade for each role being determined by a consistent job evaluation process.
- 2.6 The Council's grading structure is based on the NJC terms and conditions using the national spinal column points with the addition of a number of spinal column points at the top of the scale. There are 9 Employee and Manager grades (1 – 7, Service Manager and Corporate Manager) and 4 Chief Officer grades (Head of Service, Executive Head of Service, Executive Director and Chief Executive) in the pay framework, grade 1 being the lowest and Chief Executive being the highest. Each employee is allocated a grade based on the job evaluation of their role.
- 2.7 Each grade has a number of incremental steps and employees can progress along the salary range to the maximum of their grade, subject to assessment of their performance.
- 2.8 Pay awards for those staff up to and including Corporate Manager are determined directly from the negotiations held between the Local Government Employers and the recognised Trades Unions under the NJC agreement. Pay Awards at Chief Officer level are determined by the negotiations held between Local Government Employers and recognised Trade Unions under the JNC for Chief Officers and similarly the pay awards for the Chief Executive is negotiated nationally with ALACE (Association of Local Authority Chief Executives).
- 2.9 The NJC negotiated pay award for 2024/25 was £1,290 for grades up to and including NJC SCP 43. For grades above, including Chief Officers and Chief Executive an increase of 2.5% was awarded.
- 2.10 The analysis used for this report draws upon the pay rates as expected at 1st April 2025.
- 2.11 The remuneration of the "lowest paid employees" includes the following elements:

- Salary
- Any allowance or other contractual payments in connection with their role

Salary

- 2.12 Each “lowest paid permanent employee” is paid within the salary range for Grade 1. Details of the Council’s grades and salary ranges are available on the website. The normal starting salary for new employees will be at the entry point for the grade. However, at the appointing managers discretion, based on their assessment of skills and experience employees may commence at a higher-grade point.

Other payments and allowances

- 2.13 Any allowance or other payments will only be made to staff in connection with their role or the patterns of hours they work and must be in accordance with the Pay and Reward Policy. In a small number of roles where significant recruitment difficulties are experienced, a market supplement is paid. Market supplements are reviewed every three years to ensure they are still required. Further details of such allowances and payments are available on request.

Progression within the salary scale

- 2.14 The Council has a performance management and development review scheme in place. This embraces a number of elements including a joint review of performance, sharing organisational/team goals and agreeing future plans. Progression through the incremental scale appropriate to the grade is dependent upon performance being assessed as satisfactory by the staff member’s line manager.
- 2.15 In exceptional cases where staff members have consistently delivered exceptional performance, more than one incremental point may be awarded, with the approval of the relevant Chief Officer.

Pension

- 2.16 All Rushmoor Borough Council staff are eligible to join the Local Government Pension Scheme. There is automatic enrolment procedure in place to encourage membership of the scheme.

Severance Payments

- 2.17 Any severance payments will be in line with the Council’s adopted policies on Organisational Change and MARS (Mutually Agreed Resignation Scheme). Further details are available on request.

3. Remuneration of Chief Officers

Pay framework

- 3.1 “Chief Officers” refers to the Chief Executive, Assistant Chief Executive, Executive Directors, Executive Head of Service and Heads of Service.
- 3.2 As set out above this group of “Chief Officers” are paid on locally determined pay scales outside of the NJC agreement. These pay scales were created by extending the NJC spinal column points, in the financial year 2024/25 the pay award for all Chief Officers was agreed at an increase of 2.5% on the base salary.

Progression within the salary scale

- 3.3 Progression through the incremental scale appropriate to the grade is dependent upon performance being judged as satisfactory or higher at the end of the review year.

Pension

- 3.4 All employees are eligible to join the Local Government Pension Scheme, but the value of these benefits has been excluded from the figures used for pay comparison purposes.

Severance Payments

- 3.5 Any severance payments will be in line with the Council’s policy for Organisational Change or MARS scheme and further details are available on request.
- 3.6 Salaries of all the Council’s Chief Officers are published on the council’s website in line with statutory requirements. The Accounts and Audit Regulations 2015 (Statutory Instrument 2015/234)2 3 (A&A regs) require local authorities to publish the following information about staff whose annual remuneration is at least £50,000:
- the number of employees whose remuneration in that year was at least £50,000 in brackets of £5,000
 - details of remuneration and job title of certain senior employees whose salary is at least £50,000, and
 - employees whose salaries are £150,000 or more must be identified by name.

4. Other allowances or payments

- 4.1 Any allowance or other payments will only be made to staff in connection with their role or the patterns of hours they work and must be in accordance with the Council’s Pay and Reward policy.
- 4.2 The Chief Executive is appointed by the Council to act as the Returning Officer at the election of councillors for the Borough and as acting Returning Officer at Parliamentary Elections. The additional fees associated with these functions will be paid in accordance

with those set nationally or locally through the Hampshire and Isle of Wight Elections Fees Working Party.

- 4.3 Within the fees structure for elections, provision is made for payments to staff for specific duties. These payments are also made in accordance with nationally set rates or locally through the Hampshire and Isle of Wight Election Fees Working Party. Details are available on request. Further details of such allowances and payments are available on request.

5. The relationship between remuneration of highest and lowest paid employees of the Council.

- 5.1 There are a number of different ways of presenting this information to provide a rounded picture of pay comparisons within the organisation. The lowest, median and highest FTE salaries as at 1st April 2025 are as follows:

Lowest: £23,656

Median £41,511

Highest £135,792

- 5.2 By taking the salary of those permanently appointed employees paid on the lowest grade of the council's pay structure and comparing this with the Chief Executive a pay ratio of **1:5.74** emerges. This is a slight reduction on the previous year's ratio which was 1:5.9
- 5.3 The Hutton Report (2010) that looked at the relationship between pay levels in the public sector recommended that organisations should comply with a maximum pay multiple of **1:20**. Rushmoor is well below that ratio.
- 5.4 An alternative approach is to compare the Chief Executive's salary against the median salary. This equates to a ratio of **1:3.3** which is a slight reduction on the previous years ratio which was 1:3.5.

6. Conclusion

- 6.1 There has been no significant movement over the last 12 months. These results indicate that there is no cause for concern regarding the ratio between the pay rates for staff and the Chief Executive.

BELINDA TAM
CORPORATE MANAGER – PEOPLE

Rushmoor Borough Council Gender Pay Gap Report 2024

1. BACKGROUND

- 1.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, requires employers with 250 or more employees to publish statutory gender pay gap calculations annually. This includes the following:
 - Gender pay gap (mean and median values)
 - Gender bonus gap (mean and median values)
 - Proportion of men and women receiving bonuses
 - Proportion of men and women in each quartile of the organisation's pay structure.
- 1.2 The Council is required to publish this data on its website and the governments dedicated page for Gender Pay Gap reporting - <https://gender-pay-gap.service.gov.uk>. The report must be published by 30th March 2025.
- 1.3 The legislation requires the organisation to choose a 'snapshot' date and base the Gender Pay Report on all relevant employees employed at that date. Rushmoor Borough Council's Gender Pay Gap is based on analysis of data as at 31st March in a year. This years calculations are based on data as at 31st March 2024.
- 1.4 Using a common calculation formula, organisations can determine whether there is a difference in pay for its male employees when considered against its female employees. The calculation takes account of all allowances paid to staff as recommended under the regulations, but excludes all overtime pay, whether at flat or enhanced rates.
- 1.5 This exercise provides organisations with an opportunity to consider whether they have a gap in the average pay rates for male and female employees and allows the organisation to consider how that has occurred and to put in place actions to address this. The difference between the pay rates for male and female employees is referred to as the 'Gender Pay Gap'.

2. RUSHMOOR DATA

- 2.1 Based on the data snapshot date of 31st March 2024, there were 258 permanent employees and 30 casual employees included in the data. Therefore, the total number of 288 employees has been used for the data source for this years calculation.
- 2.2 The gender breakdown of Rushmoor's workforce is 186 female employees (65%) and 102 male employees (35%).

Average Pay Calculations:

- 2.3 The average female hourly rate is £19.51 per hour. The average male hourly rate is £22.36 per hour. This means that on average male employees within Rushmoor Borough Council earn £2.85 per hour more than female employees. The calculation method that is used to calculate Gender Pay Gap is as follows:

(£highest rate) - (£lowest rate)

Divided by (£highest rate) = x 100 = Gender Pay Gap %.

For Rushmoor Borough Council the following applies:

£22.36 (male average) - £19.51(female average) = £2.85

£22.36 x 100 = 12.75 % difference between male salaries and female salaries

This equates to a 12.75 % difference (or 'gap') in pay rates, with the female average salary being lower than the male average salary.

Comparison with 2023 data:

- 2.4 In 2023, the average female hourly rate was £18.43 per hour and the average male hourly rate was £21.11 per hour.

This equated to a percentage difference of 12.69%, with the average female salary being lower than the male average salary.

The difference / gap has increased from the previous year.

Median Pay Calculations:

- The female median hourly rate is £19.34 per hour.
- The male median hourly rate is also £21.45 per hour.
- Using the above method, the difference in median wages is:

£21.45 - £19.34 = £2.11

£21.45 x100 = 9.84 %

Comparison with 2023 data:

- 2.5 In 2023, the median female hourly rate was £18.34 per hour and the median male hourly rate was £20.27. This year we see an increase in both of these figures. The gap has increased from 9.52% to 9.84%

- 2.6 **Distribution of male & female employees within Rushmoor Borough Council across 4 quartiles:**

	Total Count	Female Actual	Male Actual	Female %	Male %
Quartile 1 – Lower	72	51	21	71% <i>(69%)</i>	29% <i>(31%)</i>
Quartile 2 - Mid Lower	72	50	22	69% <i>(69%)</i>	31% <i>(31%)</i>
Quartile 3 - Mid Upper	72	49	23	68% <i>(61%)</i>	32% <i>(39%)</i>
Quartile – Upper	72	36	36	50% <i>(47%)</i>	50% <i>(53%)</i>
Total Workforce	288	186	102	65% <i>(62%)</i>	35% <i>(38%)</i>

(*figures shown in italics are the % figures for 2023 to enable easier comparison).

Bonus Pay:

- 2.7 Rushmoor Borough Council does not have payments such as performance related pay, one off incentive payments for recruitment and retention or monetary payments for long service awards, therefore within the guidelines for Gender Pay Gap reporting there are no payments within the “bonus” categorisation.
- 2.8 No bonuses were paid in Rushmoor Borough Council during this period, so there is no pay gap to report in relation to bonus payments.

3. CONCLUSION

- 3.1 At Rushmoor Borough Council the average difference (or ‘gap’) in pay rates between male and female salaries has increased from 12.69% to 12.75%. As last year both the median female hourly rate and the median male hourly rate has increased and the median gap has increased from 9.52% to 9.84%

How we are continuing to reduce the gender pay gap

- 3.2 The Council’s People Strategy sets out a range of actions that supports the ongoing reduction of the gap. This includes promoting secondments, cross council project working and the development of employees with the potential to progress into senior roles. The Council will continue to actively promote learning and development opportunities, including working with external partners, to encourage knowledge sharing and personal development. All staff have access to virtual, live and interactive learning and development modules. The Council will continue to actively support work/life balance including part time working, hybrid working, working compressed hours and job shares and there is the opportunity to purchase additional annual leave.

BELINDA TAM

CORPORATE MANAGER – PEOPLE

Rushmoor Borough Council Ethnicity Pay Gap Report 2024

1. BACKGROUND

1.1 Whilst there is currently no legal requirement for ethnicity pay gap reporting we have decided this year to voluntarily provide a report to demonstrate our commitment to equality, diversity and inclusion in the Council and provide measures to close the gap as appropriately.

1.2 The Ethnicity Pay Gap data includes the following:

- Ethnicity pay gap (mean and median values)
- Proportion of men and women in each quartile of the organisation's pay structure

2. RUSHMOOR DATA

2.1 Based on the data snapshot date of 31st March 2024, a total number of 231 employees have been included in the data source (which includes permanent and casual employees) for this year's calculation. ***Please note that there were 20 employees not included in this report as they chose not to share their ethnicity.***

Mean Ethnicity Pay Gap

2.2 To calculate the mean pay gap, we add together all the hourly pay rates that people from Black, Asian, mixed race or other ethnic (BAME) groups received. We divide the total by the number of people from these groups in our workforce. We then repeat this calculation for white people. The difference between these figures is the mean ethnicity pay gap.

	White	Black, Asian, mixed race, other	Pay Gap
Mean hourly rate	£22.31	£19.48	12.7%

Median Ethnicity Pay Gap

2.3 To calculate the median pay gap, we first rank all our people by their hourly pay. We identify what the person in the middle of the pay range for employees from Black, Asian, mixed race or other ethnic groups received. Then we compare it with what the person in the middle of our white population pay range received. The difference between these figures is the median ethnicity pay gap.

	White	Black, Asian, mixed race, other (BAME)	Pay Gap
Median hourly rate	£20.43	£19.34	5.3%

Pay Quartiles

Each pay quartile represents a quarter or 25% of our total workforce ranked by pay:

	Number		%	
	White	Black, Asian, mixed race, other (BAME)	White	Black, Asian, mixed race, other
Upper quartile	55	2	96.5%	3.5%
Upper – middle quartile	52	6	89.7%	10.3%
Lower – middle quartile	55	3	94.8%	5.2%
Lower quartile	51	7	87.9%	12.1%

3 CONCLUSION

- 3.1 At Rushmoor Borough Council the average difference (or 'gap') in pay rates between White and BAME groups is **12.7%** and the median gap between White and BAME groups is **5.3%**.
- 3.2 Given the pay gap we now need to consider how we can address this as part of our commitment to be a more inclusive organisation, including looking at our culture, recruitment and development policies and the way we work to encourage a more diverse and inclusive workforce from the local community and beyond. In particular we will focus on how we advertise and promote roles at the Council, consider how we promote an in-house work experience programme as part of the Council's Young Peoples' Plan and review our secondment/development opportunities.

BELINDA TAM
CORPORATE MANAGER - PEOPLE