

Gender, Ethnicity and Disability Pay Gap Report 2023-2024



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

The Royal Borough of Kensington and Chelsea

Gender, Ethnicity and Disability Pay Gap Report 2023-2024

1. Introduction

The Council has a statutory requirement to publish details of its gender pay gap by 30 March 2024 to provide the position of the organisation from data of the previous year, 31 March 2023. In addition, we also voluntarily publish ethnicity and disability pay gaps.

This is just one aspect of how the Council uses data to measure how inclusive and diverse we are as an employer. For example, we seek views of staff through regular surveys and analyse the composition of our workforce at different levels to identify the progress we have made and where further action is required. A wide range of activities are delivered through our Equality, Diversity and Inclusion (ED&I) strategy.

The Council has a strategic partnership with Westminster City Council which delivers shared services across a number of functions, including Children's Services and Adult Social Care and Health. Staff working in these shared services are only included in the pay gap report of their employer. This will have more an impact on the figures reported if the majority of managers in a particular service are employed by one partner.

For the Pay Gap Report, we use information of 'Full Pay Relevant Employees' In line with the government guidance this means those employees who had their usual full basic pay (including paid leave during the pay period in which the snapshot date falls). This would exclude those on leave such as maternity, paternity, adoption, parental or shared parental leave, sickness or other unpaid leave.

The below data relates to those 'Full Pay Relevant Employees' totalling 2,467 employees.

2. Headline Figures

The differences in the average hourly rates paid to male and female employees in March 2023 are:

- The mean average gender pay gap is now 3.0%. This is 1% lower than the previous year's figure of 4.0%.
- The median average gender pay gap is now 4.9%. This is 0.9% lower than the previous year's figure of 5.8%.

The most recent data published by the Office for National Statistics (ONS) reported a gender pay gap of 14.3% for the whole of the UK in April 2023.

The differences between the average hourly rates paid to Black, Asian and Minority Ethnic and White employees in March 2023 are:

- The mean average ethnicity pay gap is now 11.6%. This is 1.3% lower than the previous year's figure of 12.9%.
- The median average ethnicity pay gap is now 13.1%. This is 2.4% lower than the previous year's figure of 15.5%.

Note: ethnicity data available for 83% of employees in March 2023, compared to 81% the previous year. A 2% increase in the number of employees who have declared their ethnicity.

In the organisation the hourly ethnicity pay gap has decreased by 1.3% from last year, narrowing the Ethnicity Pay Gap. We have also seen a positive increase in the proportion of Black, Asian and Minority Ethnic employees included in the pay gap data, now at 47% of the organisation, vs 43% in 2022. 2018 figures show the proportion of Black, Asian and Minority Ethnic employees was 36.2%, showing a 10.07% increase in representation of Black, Asian and Minority Ethnic Employees at RBKC in the last five years.

The higher figure for ethnicity compared to gender is reflective of the position reported by the ONS for the whole of the UK of 23.8% in 2019 (latest data available from ONS and TUC), compared to 14.3% for the whole of the UK in April 2023 as outlined by ONS.

The differences between the average hourly rates paid to Disabled and Non-disabled employees in March 2023 are:

- The mean average disability pay gap is -2.2%, this is 2.3% higher than the figure of -4.5% in March 2022.
- The median average disability pay gap is 1.4% this is 5% higher compared to -3.6% figure for March 2022.

10.4% of workforce have declared a disability, which is an increase from last year of 8.8% who declared a disability. This is a small number of employees overall which may explain a fluctuation in the figures. It should be noted the Council's HR system is currently only able to identify those employees who have declared a disability. It does not distinguish between staff who have confirmed they are not disabled, prefer not to state or have not completed the voluntary monitoring questions.

The most recent figure on the disability pay gap published by the ONS was 13.8% for the whole UK in 2021. However, the Trade Union Congress (TUC) published disability pay gap stands at 14.6% for 2022/2023. This is a drop from the last reported year in 2021/2022, when the pay gap was 17.2%. The pay gap is higher than it was in 2013/14 (the earliest comparable data), when it was 13.2%.

3. Background

The Council is required by law to publish data relating to the Gender Pay Gap, illustrating the pay gap between male and female employees. There is currently no

legal requirement to publish Ethnicity and Disability pay gaps. However, the Council has chosen to do so in line with the cross-cutting theme of “narrowing the gap” in the Council Plan, to measure improvements delivered through the ED&I Strategy and the Diversity and Inclusion pillar of Our People strategy. The Council has also committed to be a Race Champion through membership of Business in the Community (BITC) initiative and, as a member of the Business Disability Forum, is actively working towards achieving Level 3 of the national Disability Confident scheme.

The requirements to publish data on gender pay are contained in The Gender Pay Gap Regulations 2017 and specifically for the Public Sector, the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. This is sometimes referred to as being part of the Public Sector Equality Duty.

These regulations apply to all employers with more than 250 employees, and it means that employers must publish their pay gap data every year. In the case of public sector organisations this relates to data applicable on the ‘snapshot’ date of March 31st each year and which must be published by March 30th of the following year. This report relates to the snapshot date of 31 March 2023 which must be published by 30th March 2024. In addition to the specified data, a link to this report is included on the Government’s Gender Pay Gap Reporting website.

Descriptions of the calculations the Council is required to publish on the gender pay gap are contained in Appendix 1. The same method is used for the ethnicity and disability pay gaps.

4. Gender Pay Gap Figures

The gender pay gap calculation is based on the number of individual employees who received their full pay on the reference date of 31 March 2023, not the full-time equivalent. This means that each part-time employee counts as one employee. The number of full pay relevant employees included for the RBKC gender pay gap report is 2,467 compared to 2,456 March 2022.

Annual gender pay gap figures for each year since March 2018 are contained in Appendix 2 for reference.

The six gender pay gap metrics for RBKC as at 31 March 2023

1	The mean gender pay gap is 3.0%	2	The median gender pay gap is 4.9%
3	The mean gender bonus gap is 38.1%	4	The median gender bonus gap is 38.1%
5	The percentage of male employees receiving a bonus is 9.1%	6	The percentage of female employees receiving a bonus is 7.1%

Gender Pay quartiles percentages 31 March 2023

Band	Males	Females	Description
A	43.6%	56.4%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	37.0%	63.0%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	44.4%	55.6%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	46.6%	53.4%	Includes all employees whose standard hourly rate places them above the upper quartile

Note: 57% of employees included in the March 2023 gender pay gap are female.

Analysis:

For the pay quartiles the 2,467 employees are split into even groups in line with guidance, meaning around 616 employees in each pay quartile.

For 2023 we have seen a further reduction in the hourly pay gaps for both Gender and Ethnicity for RBKC, which is positive and reflects the organisations focus on equality and equal pay.

The overall percentage of Females in the organisation for March 2023 was 57% which is a reduction of 1% since March 2022. However, we have seen an increase to 57.7% in February 2024, so this is likely to remain a comparable split of Females in the organisation.

Between March 2022 and March 2023, the % of females in all pay quartiles reduced. For the upper pay quartile, the percent of females decreased by 0.7% to 53.41% and a similar decrease in the upper middle quartile of 0.5% to 55.6%. A reduction of 0.7% means around 6 employees, so 6 less females in this pay quartile vs last year.

We have analysed changes in our workforce by grade and gender to understand the impact leavers and starters had on our pay gap. This shows that in the grades included within the two highest paid quartiles, that 52% of leavers were women compared to 49% of new employees. The Council has an Inclusive Recruitment policy that applies to jobs at this level to ensure diversity of panels deciding shortlists and making appointments. 58.16% of employees promoted to a higher grade were

female, and 52.10% of those promoted to grades in upper pay quartile were female, compared to 57% of the workforce.

These pay gap figures are the second to reflect the Council’s new grading structure that was implemented in April 2021. This included the removal of Performance Related Pay and unconsolidated bonuses, which has meant a significantly reduced proportion of the workforce receiving a bonus payment. 75.6% of males in 2021 received a bonus payment as part of performance related pay, and 55.6% of females. In 2021 the proportion of men receiving a bonus payment is 9.1% and 7.1% for females.

Bonus figures now only related to honoraria payments staff receive for undertaking additional duties. These payments are monitored monthly.

Following the introduction of the new grade structure, we introduced further guidance on determining the starting salaries offered to new employees. Analysis shows that the starting salaries for men and women between April 2022 and March 2023 was even overall.

5. Ethnicity Pay Gap Figures

The ethnicity pay gap calculation is based on the number of individual employees whose ethnicity is known and who received their full pay on the reference date of 31 March 2023, not the full-time equivalent. This means that each part-time employee counts as one employee. The number of employees included for the RBKC ethnicity pay gap report is 2,057 (compared to 1,995 the previous year), this is 83% of the relevant employees (i.e. those who have disclosed an ethnicity).

Annual ethnicity pay gap figures for each year since March 2018 are contained in Appendix 3 for reference.

The six ethnicity pay gap metrics for RBK&C as of 31 March 2023

1	The mean ethnicity pay gap is 11.6%	2	The median ethnicity pay gap is 13.1%
3	The mean ethnicity bonus gap is 27.8%	4	The median ethnicity bonus gap is 54.3%
5	The percentage of White employees receiving a bonus is 10.2%	6	The percentage of Black, Asian and Minority Ethnic employees receiving a bonus is 7.1%

Ethnicity pay quartiles percentages 31 March 2023

Band	White	Black, Asian and Minority Ethnic	Description
A	42.7%	57.3%	Includes all employees whose ethnicity is known with a standard hourly rate that places them at or below the lower quartile
B	47.1%	52.9%	Includes all employees whose ethnicity is known with a standard hourly rate that places them above the lower quartile but at or below the median
C	56.4%	43.6%	Includes all employees whose ethnicity is known with a standard hourly rate that places them above the median but at or below the upper quartile
D	67.3%	32.7%	Includes all employees whose ethnicity is known with a standard hourly rate that places them above the upper quartile

Note: 47% of employees included in the March 2023 gender pay gap are Black, Asian and Minority Ethnic. 83% of staff included in the pay gap data have recorded their ethnicity on the Council's HR system.

Analysis:

- The mean average ethnicity pay gap is now 11.6%. This is 1.3% lower than the previous year's figure of 12.9%.
- The median average ethnicity pay gap is now 13.1%. This is 2.4% lower than the previous year's figure of 15.5%.

Note: ethnicity data available for 83% of employees in March 2023, compared to 81% the previous year.

There was a decrease in mean hourly ethnicity pay gap to 11.6% in March 2023 from 12.9% the year before and the median hourly ethnicity pay gap has also reduced from 15.5% to 13.1%. Our workforce has become more diverse, with the proportion of Black, Asian and Minority Ethnic employees included in pay gap measures increasing by 10.8% from 36.2% in March 2018 to 47% in March 2023.

Over the same period, proportion of Black, Asian and Minority Ethnic employees in the upper pay quartile increase by 10.2% to 32.7%. Their representation in the upper mid pay quartile increased even more from 30.1% to 43.6%. This shows that

we have been successful in increasing the number of Black, Asian and Minority Ethnic employees in the highest paid half of the workforce at a slightly higher rate than their representation in the overall workforce. Between 2018 and 2023, representation in the lower mid pay quartile increased by 11.5% to 52.9% and the lower quartile by 6.4% to 57.3%.

Focusing on the last year alone, between March 2022 and March 2023, the representation of Black, Asian and Minority Ethnic employees in the upper pay quartile increased by 2.6%. The biggest change can be seen in the upper middle pay quartile of 5.9% the largest increase since records began in 2018. Whilst there were small increases of 1% in the lower middle quartile and 3.2% in the lower quartile.

We have analysed changes in our workforce by grade and ethnicity to understand the impact leavers and starters had on our pay gap. This shows that in the grades included within the two highest paid quartiles, that 34% of leavers were from Black, Asian and Minority Ethnic groups compared to 58% of new employees. The Council's Inclusive Recruitment policy applies to jobs at this level. 72% of employees promoted to the upper pay quartile were from Black, Asian and Minority Ethnic employee groups, compared to 47% of the workforce. However, we have observed that appointment points within the grade can be lower for Black, Asian and Minority Ethnic employees than white. As a result, consideration is being given to applying the Inclusive Recruitment to internally advertised roles, including secondments.

As stated above, these pay gap figures are the second to reflect the Council's new grading structure that was implemented in April 2021. This included the removal of Performance Related Pay and unconsolidated bonuses. As a result, the % of White employees receiving a bonus has reduced further to 10.2% and Black, Asian and Minority Ethnic employees to 7.1%. The year before the pay review in 2020, 43.6% of White and 28.6% of Black, Asian and Minority Ethnic employees received a bonus. Bonus figures now only related to honoraria payments staff receive for undertaking additional duties. These payments are monitored monthly.

The impact of the guidance introduced on determining the starting salaries offered to new employees since April 2021 has been analysed to measure differences between White and Black, Asian and Minority Ethnic new starters. Analysis shows that the starting salary for new White employees is slightly higher than for new Black, Asian and Minority Ethnic employees. The difference is typically less than an average of 1 increment, although in one grade within the upper pay-quartile Black, Asian and Minority Ethnic new starters were paid slightly more than White new starters. Differences in starting salaries were previously measured in 2019 for the Business in the Community (BITC) equality audit. A like for like comparison is not possible because the previous pay structure was in place at that time. Data does however suggest there has been an improvement. We will repeat this analysis for our March 2024-2025 pay gap report and consider if further action is required.

6. Disability Pay Gap Figures

The disability pay gap calculation is based on the number of individual employees who received their full pay on the reference date of 31 March 2023, not the full-time equivalent. This means that each part-time employee counts as one employee. The number of employees included for the RBKC disability pay gap report is 2,467, of which 215 have recorded a disability on the HR system.

The six disability pay gap metrics for RBK&C as of 31 March 2023

1	The mean disability pay gap is -2.2%	2	The median disability pay gap is 1.4%
3	The mean disability bonus gap is 35.8%	4	The median disability bonus gap is 10.23%
5	The percentage of disabled employees receiving a bonus is 11.4%	6	The percentage of non-disabled employees receiving a bonus is 8.2%

Disability pay quartiles percentages 31 March 2022

Band	Not declared a disability	Have declared a disability	Description
A	90.6%	9.4%	Includes all employees with a standard hourly rate that places them at or below the lower quartile
B	88.3%	11.7%	Includes all employees with a standard hourly rate that places them above the lower quartile but at or below the median
C	90.1%	9.9%	Includes all employees with a standard hourly rate that places them above the median but at or below the upper quartile
D	89.6%	10.4%	Includes all employees with a standard hourly rate that places them above the upper quartile

Note: 10.4% of employees included in the March 2023 disability pay gap have recorded a disability on the HR system.

The mean disability gap is -2.2% for 2023, which means those who have declared a disability receive more than those who have not declared a disability, on average. This is an increase from last year's gap of -4.5%. We have noticed an increase from 8.8% of the workforce declaring a disability in 2022 to 10.4% of the workforce declaring a disability in 2023 which is mainly due to new starters including this information.

The representation of disabled employees in all pay quartiles increased with 8.8% of the workforce declaring a disability in 2022, vs 10.4% in 2023. The representation of those with a declared disability increased in upper quartile increased by 1%.

Prior to the removal of Performance Related Pay and unconsolidated bonuses with the new pay structure in April 2021, a greater proportion of disabled employees received a bonus. Whilst this is still the case, the difference of the amount paid has narrowed. As at March 2023, 8.2% of employees who had not declared a disability receiving a bonus compared to 11.4% of employees who had declared a disability. Prior to the pay review 35% of employees who has not declared a disability received a bonus to 39% that had.

7. Summary of Actions taken during 2023/24 and Plans for 2024/25

Maintaining momentum in reducing both our gender and ethnicity pay gaps is a strategic priority for the Council.

We recognise that pay gaps are largely a consequence of relative demographic distributions at different levels (pay grades) within an organisation and reflect wider and long-standing societal issues of inequality and limited access to opportunities for some groups - in particular, women and those from minority ethnic backgrounds or heritage.

Increasing diversity at senior levels to address this, and to better reflect the communities we serve amongst our strategic decision makers, is a core part of our [Council Plan Action Plan 2023 to 2025 | Royal Borough of Kensington and Chelsea \(rbkc.gov.uk\)](https://www.rbkc.gov.uk/council-plan-action-plan-2023-to-2025). A wide range of activities that contribute to improving our reported pay gaps are delivered through this Strategy, including an objective to build an inclusive workforce and cohesive borough.

To help attract, recruit and retain the best people for the job, the Council has made a commitment to develop an open, collaborative and inclusive working environment where the principles of fairness and wellbeing are promoted, and everyone is encouraged to reach their full potential.

An update on the commitments made in our pay gap report published in March 2023 and key actions planned for 2024/25 is set out below.

7.1 Recruitment

Commitment for 2023/24	Update	Actions for 2024/25
We will introduce a new training course on inclusive recruitment and selection and make this available to all staff. To enhance the existing policy and its implementation. This	Further Inclusive Panel Members trained. Introduced the new training course on inclusive recruitment and incorporated evaluation process.	Continue to deliver inclusive recruitment and selection training for all hiring managers. Continue to develop the Inclusive Panel Members

course is more comprehensive, involving evaluation and a final assessment before hiring decisions are made.	This course is now more comprehensive, involving evaluation and a final assessment to ensure managers have the correct training.	and ensure consistent training.
We will ensure the new system procured includes reporting specification to analyse diversity profile of applicants at each stage and organisational demographics e.g. grade and directorate.	The recruitment team are working closely with the developers on the new ERP system (oracle) to design the recruitment functionality to ensure EDI opportunities are maximised. When hiring staff beyond the initial salary level (spinal point), the council requires a strong business case from the line manager to ensure the council reduces the pay gap. This is closely monitored by the Human Resources	As the council transitions to a new ERP system (oracle), we will be designing the recruitment functionality to ensure EDI opportunities are maximised.
We will continue to highlight career development resources as part of appraisal training and promotion.	We continue to promote development resources and review documents on the HR Hub. The council encourages employees to consider initial secondments to advance their careers with opportunities regularly published and promoted.	The council will promote internal jobs and encourage employees to consider initial secondments to advance their careers with opportunities regularly published and promoted.

7.2 Progression

Commitment for 2023/24	Update	Actions for 2024/25
Design a tailored mentoring and development programme as a positive action initiative that will target minority ethnic colleagues	Future Leaders Programme developed and launched. External accreditation achieved.	Undertake a review of the Future Leaders Programme, including participant feedback and make recommendations for the programme's

who are working at levels where data shows there is under representation.		future delivery and form of delivery.
Reciprocal Mentoring Scheme launched in 2022. Pairing directors with more junior diverse colleagues. The primary aims were to facilitate inclusive learning and understanding of differing lived experiences amongst senior leaders, and to support the acquisition of social and organisational capital (such as the development of key work relationships, corporate navigation skills and networking opportunities) for more junior employees, to aid their career development longer term.	Review of the Reciprocal Mentoring Scheme for second cohort, considering feedback.	A decision to be made to continue with the Reciprocal Mentoring Scheme now several other initiatives are in place such as the Career Coaching Initiative.

7.3 Ongoing assessment

Commitment for 2023/24	Update	Actions for 2024/25
<p>Improving communication (reach/consistency) of ED&I related policies and activities.</p> <p>HR Hub has been refreshed to improve user experience, simplify policy language and processes where possible.</p>	<p>Further development of the EDI Hub and staff networks.</p> <p>Our programme of Lunch and Learns has been expanded upon.</p> <p>Policies promotion has been imbedded into our EDI staff training and awareness sessions.</p> <p>Utilised our staff networks to help promotion of EDI.</p> <p>Completed equality impact assessment across the council for policy, services, strategies and plans. This has resulted in changes</p>	<p>New policy development planned e.g. Corporate Customer Incidents policy.</p> <p>Continue Executive Director blogs.</p> <p>Continue to review the HR Hub to ensure user experience, simplify policy language and processes where possible.</p> <p>Continue to ensure documents are published in an accessible and clear format.</p> <p>Provide relevant updates to policies in line with the implementation of Oracle.</p>

	and updates to ensure we are showing due regard to the public service equality duty across the council.	Specific resource has been allocated to support this process.
Monitoring the impact of our progression initiatives such as secondment policies, to maximise benefits	Positive Action Programme developed, and external accreditation received. An example of which is the Future Leaders programme being able to offer a Chartered Management Institute (CMI) qualification for those on the programme funded by RBKC.	Continue to promote the Positive Action Programme as part of our new People Strategy. Develop a framework to more accurately review progression initiatives and see results and feedback.
Developing a fully inclusive workplace for Disabled colleagues, to support retention of staff.	Disability Action Plan is being developed to support becoming a Level 3 disability confident employer. We have adopted the Unison Disability Charter around employer commitments to supporting staff at work. Enhanced the reasonable adjustments policy, and introduced a tailored adjustments passports which details all elements of a colleague's disability or long-term health condition with the support listed and it follows them through the organisation. The same is provided to registered carers, providing reassurance to colleagues across the council that their support will remain in place regardless of organisation moves.	Disability Inclusion training introduced for all managers. Once all criteria has been met to apply for Level 3 disability confident employer recognition. Development of the tailored adjustment passport and guidance to support and assist staff to provide collective understanding of any reasonable adjustments needed. Adopt the sunflower scheme, an initiative to support invisible and unseen disabilities – adopting within front facing areas for adaptive assistance.

<p>Increasing senior level role modelling of ED&I, to support an inclusive environment where all employees feel safe to speak up.</p>	<p>Executive Directors Sponsor blogs regularly and engage with EDI staff network groups including sponsoring one network to work more closely with them.</p> <p>An EDI board chaired by our chief executive with members from EMT, staff networks and senior officers to provide a forum for all resident and officers. The board is focused on having key discussions on ED&I, such as on the new fairer plan and inclusive recruitment. The board will ensure alignment to the people plan and wider strategic priorities.</p> <p>All staff events continue to include greater representation drawn from across the Council.</p> <p>Psychological Safety working group has been set up to join up all work in this area and identify opportunities for development.</p>	<p>ED&I Leads to make recommendations to EMT.</p> <p>To set up safe places following feedback from our voice surveys and the psychological Safety working group with a third party to build trust and confidence within the organisation.</p> <p>Commissioning of the pulse survey to explore experiences and instances inappropriate behaviour within the organisation, updating our respect and dignity policy.</p> <p>A new fairer plan is currently being developed. Themes have been identified to reflect the ED&I pillar within the People Plan and align with wider council strategic priorities.</p>
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7.4 Learning and development

Commitment for 2023/24	Update	Actions for 2024/25
<p>We will continue to run Equality Diversity and Inclusion related training offerings: Bystander training (to support greater inclusion at work) and Disability Equality training to help ensure Disabled colleagues feel included and are fully supported to work effectively, develop, progress and thrive across the Council.</p>	<p>Training delivered across 10 sessions to RBKC employees.</p> <p>EDI partnerships reviewed (e.g. Business Disability Forum (BDF), Business in The Community (BITC), Stonewall, supporting the LGBTQ+ community.)</p> <p>A selection of workshops with guest speakers offered to staff on a range of EDI subject areas such as Neurodiversity.</p>	<p>Participant feedback to be reviewed and training offer to continue.</p> <p>Employers Network for Equality and Inclusion Partnership – resources to continue to be reviewed and updated and remain available to all staff. Includes resources and support around intersectionality, and other non-protected categories such as social mobility and carers support.</p> <p>Continued development of guest speaker programme.</p> <p>To run a first of its kind equality, diversity and inclusion conference for all RBKC staff.</p>
<p>We will continue to monitor take up of our mandatory ED&I related courses.</p>	<p>Monthly reports continue to be sent to EMT members.</p>	<p>Increase the number of participants taking part in the ED&I related courses, emphasising the importance of the courses.</p>
<p>We will deliver the proposed Inclusive Leadership training for our senior leaders. Including systemic practice and diversity.</p>	<p>A session of systemic practice was delivered to the Executive Management Team (EMT) in 2023, as well as a separate session on diversity.</p>	<p>Secured agreement to wider role out of the systemic practice training, scheduled for 2024 with Housing and Social Investment.</p> <p>Leadership Development programme reflected in the Learning Strategy for the organisation. This includes a focus on EDI and inclusive leadership and a skills development framework, and competencies linked to industry standards.</p>

7.5 Employee engagement/ insights

Commitment for 2023/24	Update	Actions for 2024/25
<p>We will create a comprehensive engagement plan as part of the ED&I action plan. Making sure the engagement plan is in line with the public sector equality duty, and in line with the People Plan 2023- 2027, Council Plan and Grenfell Legacy.</p>	<p>Continue to meet regularly with our EDI Network Chairs and TUs.</p> <p>Followed the recommendations from Race at Work Survey, which identified gaps in diverse leadership enabled us to implement our positive action initiative the future leadership programme.</p> <p>To support psychological safety at work we introduced reciprocal mentoring.</p>	<p>We will continue engagement with our networks, partners and wider staff as part of the ED&I action plan.</p> <p>Further develop our staff networks to connect further to the community in Kensington and Chelsea. Our staff networks include:</p> <ul style="list-style-type: none"> • Race Equality Network • Ability to Thrive Network • Proud Network • We Are Family Network • Early Careers Network, • ED&I Network <p>Exploring the expansion of more networks within the organisation based on feedback.</p>

7.6 Pay and Reward

Commitment for 2023/24	Update	Actions for 2024/25
<p>We will update and monitor our pay guidance documents to ensure compliance and information is accessible and understood by staff.</p>	<p>Payroll changes are monitored monthly to ensure managers have not given unauthorised increases.</p>	<p>Develop and launch e-learning guidance to support our new pay guidance document to help ensure consistency of pay related decisions and inform staff of their entitlements.</p> <p>Continue to monitor compliance and periodic reviews with Internal Audit to identify any emerging risks.</p>
<p>We will introduce further guidance via e-learning for managers on writing job descriptions and person specifications to reinforce the need for inclusivity with regards to</p>	<p>We have developed and launched an e-learning module to write concise and inclusive job descriptions and person specifications, which has been well received.</p>	<p>Continue to promote the e-learning offering support and coaching to managers and updating the e-learning to ensure its accuracy and accessibility.</p>

<p>language and selection criteria that must be met to be appointed.</p>		
<p>We will implement any further actions and monitor actions from the 2022/23 audit of all shift allowances, weekend working enhancements and other payments received by employees who work outside of normal office hours to ensure the amounts received accurately reflect their pattern of work.</p>	<p>Calculators updated in line with the pay award to enable correct calculation of entitlement for contracts and payroll setup.</p>	<p>Continue to regularly review allowances, weekend working enhancements and other payments received by employees who work outside of normal office hours, to ensure consistency of policy.</p>
<p>We will continue to monitor honoraria payments monthly.</p> <p>We will take final proposals for payments to employees on call outside of normal working hours to be submitted to EMT.</p>	<p>All honoraria payments continue to be reported on and reviewed monthly by the Pay and Reward Team, and sent to Executive Directors, this includes checks on value of payments and their duration. Full year spend on honoraria was £560k in 2023/24 – 3% lower than 2022/23.</p> <p>Agreement has been reached for on call payments outside of normal working hours by EMT and further communications will be published internally by spring 2024.</p>	<p>Continue to monitor honoraria monthly.</p> <p>Consult trade unions on proposed changes to on call payments and engage with staff in receipt of them by summer 2024.</p>

Appendix 1: Description of Data Calculations for Publication

The Gender Pay Gap Regulations specify the measures that need to be published. They are:

1. average gender pay gap as a mean average.
2. average gender pay gap as a median average.
3. average bonus gender pay gap as a mean average.
4. average bonus gender pay gap as a median average.
5. proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
6. proportion of males and females when divided into four groups ordered from lowest to highest pay.

Certain payments made by the Council are treated by the Gender Pay Gap Regulations as bonuses. This includes one-off payments made under the performance related pay scheme, long-service awards and one-off honoraria payments.

The Council will publish the same information for the ethnicity pay gap. The definitions for the above measures are set out below:

Mean Gender Pay Gap - The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees. To calculate the mean (which is an average of all the numbers in a dataset), all the numbers are added up and then divided by the result of how many numbers there are in total.

Median Gender Pay Gap - The difference between the median hourly rate of pay of male full-pay relevant employees and that for female full-pay relevant employees. To calculate the median, the numerical value is identified which splits the top 50% and the bottom 50%. To find the median, all the hourly rates for all employees will be listed in numerical order; if there are an odd number of values, the median is the number in the middle. If there is an even number, the median is the mean of the two central numbers.

Mean Bonus Gender Pay Gap

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.

Median Bonus Gender Pay Gap

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

Bonus Proportions

The proportions of male and female relevant employees who were paid bonus pay in the relevant period.

Quartile Pay Bands – Four Groups

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands. A quartile is one of the three points that divide the population of data into 4 equal parts. In the context of gender

pay gap reporting, the four quartile pay bands are created by dividing the total number of full-pay relevant employee into four equal parts.

The same methods will be used to calculate the difference between the pay of Black, Asian and Minority Ethnic employees and White employees.

Appendix 2: Gender Pay Gap Figures March 2018 to 2023

The tables in this appendix show the annual statutory gender pay measures for the Council from 2018 to 2023. They also include the mean and median averages for hourly rates of pay and value of bonuses paid to men and women.

Year	The percentage difference in mean pay between males and females			The percentage difference in median pay between males and females			The percentage difference in mean bonus pay between males and females			The percentage difference in median bonus pay between males and females			The proportion of males and females receiving a bonus	
	Mean Male	Mean Female	% Difference	Median Male	Median Female	% Difference	Bonus Mean Male	Bonus Mean Female	% Difference	Bonus Median Male	Bonus Median Female	% Difference	Bonus Received Male	Bonus Received Female
2023	£25.50	£24.74	3.0%	£23.79	£22.63	4.9%	£3,308	£2,070	37.4%	£2,020	£1,250	38.1%	9.1%	7.1%
2022	£23.85	£22.90	4.0%	£22.01	£20.73	5.8%	£3,323	£1,864	43.9%	£1,758	£1,093	37.8%	8.8%	8.1%
2021	£23.64	£21.84	7.6%	£21.61	£19.90	7.9%	£2,096	£1,605	23.4%	£1,125	£500	55.6%	77.3%	75.6%
2020	£23.20	£21.60	6.9%	£21.26	£19.69	7.4%	£3,006	£2,487	17.3%	£2,225	£2,147	3.5%	42.2%	31.1%
2019	£23.00	£21.48	6.6%	£21.17	£19.73	6.8%	£2,585	£2,177	15.8%	£2,163	£2,070	4.3%	38.0%	29.8%
2018	£22.70	£20.91	7.9%	£20.97	£19.37	7.6%	£2,839	£2,293	19.2%	£2,250	£2,065	8.2%	37.6%	27.2%

Note: bonus figures for 2021 impacted by one off honoraria payment to Green Book grades in recognition of COVID which falls within definition of bonus. Final payments under previous PRP scheme included in 2021.

Year	The proportion of males and female employees in quartile bands							
	Upper Quartile Male	Upper Quartile Female	Upper Middle Quartile Men	Upper Middle Quartile Female	Lower Middle Quartile Men	Lower Middle Quartile Female	Lower Quartile Male	Lower Quartile Female
2023	46.6	53.4	44.4	55.6	37.0	63.0	43.6	56.4
2022	45.9	54.1	43.9	56.1	34.8	65.2	43.3	56.7
2021	47.2	52.8	41.8	58.2	35.9	64.1	36.6	63.4
2020	46.3	53.7	41.9	58.1	34.1	65.9	37.0	63.0
2019	45.6	54.4	41.1	58.9	38.8	61.2	34.9	65.1
2018	47.4	52.6	39.9	60.1	36.7	63.3	33.8	66.2

Appendix 3: Ethnicity Pay Gap Figures March 2018 to 2023 The tables in this appendix show the annual ethnicity pay measures for the Council from 2018 to 2023. They also include the mean and median averages for hourly rates of pay and value of bonuses paid to white and Black, Asian and Minority Ethnic employees.

The proportion of White and Black, Asian and Minority Ethnic employees in quartile bands								
Year	Upper Quartile White	Upper Quartile Black, Asian and Minority Ethnic	Upper Middle Quartile White	Upper Middle Quartile Black, Asian and Minority Ethnic	Lower Middle Quartile White	Lower Middle Quartile Black, Asian and Minority Ethnic	Lower Quartile White	Lower Quartile Black, Asian and Minority Ethnic
2023	67.3	32.7	56.4	43.6	47.1	52.9	42.7	57.3
2022	69.9	30.1	62.3	37.7	48.1	51.9	45.9	54.1
2021	74.4	25.6	61.6	38.4	51.6	48.4	48.2	51.8
2020	76.1	23.9	64.5	35.5	54.4	45.6	46.9	53.1
2019	76.3	23.7	67.9	32.1	57.2	42.8	52.0	48.0
2018	77.5	22.5	69.9	30.1	58.6	41.4	49.1	50.9

Year	The percentage difference in mean pay between White and Black, Asian and Minority Ethnic employees			The percentage difference in median pay between White and Black, Asian and Minority Ethnic employees			The percentage difference in mean bonus pay between White and Black, Asian and Minority Ethnic employees			The percentage difference in median bonus pay between White and Black, Asian and Minority Ethnic employees			The proportion of White and Black, Asian and Minority Ethnic employees receiving a bonus	
	Mean White	Mean Black, Asian and Minority Ethnic	% Difference	Median White	Median Black, Asian and Minority Ethnic	% Difference	Bonus Mean White	Bonus Mean Black, Asian and Minority Ethnic	% Difference	Bonus Median White	Bonus Median Black, Asian and Minority Ethnic	% Difference	Bonus Received White	Bonus Received Black, Asian and Minority Ethnic
2023	£27.15	£24.01	11.6%	£25.41	£22.08	13.1%	£2,784	£2,010	27.8%	£2,000	£914	54.3%	10.2%	7.1%
2022	£25.49	£22.20	12.9%	£24.03	£20.31	15.5%	£2,423	£2,087	13.9%	£1,500	£1,176	21.6%	10.7%	8.2%
2021	£24.04	£21.00	12.6%	£22.57	£19.14	15.2%	£2,108	£1,554	26.3%	£1,404	£500	64.4%	79.1%	76.7%
2020	£23.69	£20.42	13.8%	£22.07	£19.35	12.3%	£2,885	£2,463	14.6%	£2,280	£2,103	7.8%	43.6%	28.6%
2019	£22.92	£20.21	11.8%	£21.64	£18.98	12.3%	£2,487	£2,130	14.4%	£2,180	£2,070	5.0%	46.6%	30.3%
2018	£22.34	£19.53	12.6%	£21.62	£18.60	14.0%	£2,509	£2,155	14.1%	£2,191	£2,045	6.7%	44.2%	25.5%

Ethnicity data provided by 83% of all employees March 2023. Previous years: March 2022 - 81%; March 2021 - 83%; March 2020 - 82%; March 2019 - 65%; March 2018 - 68%.

Note: bonus figures for 2021 impacted by one off honoraria payment to Green Book grades in recognition of COVID which falls within definition of bonus. Final payments under previous PRP scheme included in 2021.

Appendix 4: Disability Pay Gap Figures March 2020 to 2023

The tables in this appendix show the annual disability pay measures for the Council from 2020 to 2023. They also include the mean and median averages for hourly rates of pay and value of bonuses paid to employees who have not declared a disability and those who have informed the Council they are disabled.

The proportion of employees who have declared and not declared a disability in quartile bands								
Year	Upper Quartile: Have not declared a disability	Upper Quartile: Have declared a disability	Upper Middle Quartile: Have not declared a disability	Upper Middle Quartile: Have declared a disability	Lower Middle Quartile: Have not declared a disability	Lower Middle Quartile: Have declared a disability	Lower Quartile: Have not declared a disability	Lower Quartile: Have declared a disability
2023	89.6	10.4	90.1	9.9	88.3	11.7	90.6	9.4
2022	90.6	9.4	91.0	9.0	90.4	9.6	93.0	7.0
2021	91.1	8.9	90.2	9.8	89.0	11.0	91.8	8.2
2020	91.8	8.2	90.4	9.6	91.0	9.0	89.9	10.1

Year	The percentage difference in mean pay between employees who have and have not declared a disability			The percentage difference in median pay between employees who have and have not declared a disability			The percentage difference in mean bonus pay between employees who have and have not declared a disability			The percentage difference in median bonus pay between employees who have and have not declared a disability			The proportion of employees who have and have not declared a disability receiving a bonus	
	Have not declared a disability	Have declared a disability	% Difference	Have not declared a disability	Have declared a disability	% Difference	Mean Bonus: Have not declared a disability	Mean Bonus: Have declared a disability	% Difference	Median Bonus: Have not declared a disability	Median Bonus: Have declared a disability	% Difference	Have not declared a disability	Have declared a disability
2023	£25.01	£25.55	-2.2%	£22.96	£22.63	1.4%	£2,807	£1,802	35.8%	£1,153	£1,035	10.23%	8.2%	11.4%
2022	£23.21	£24.26	-4.5%	£21.10	£21.85	-3.6%	£2,563	£2,202	14.1%	£1,372	£1,135	17.3%	9.3%	11.6%
2021	£22.52	£22.66	-0.6%	£20.55	£20.55	0.0%	£1,799	£1,807	-0.4%	£500	£500	0.0%	75.4%	85.9%
2020	£22.05	£22.07	-0.1%	£20.37	£20.20	0.8%	£2,723	£2,748	-0.9%	£2,200	£1,985	9.8%	35.0%	39.1%

Note: bonus figures for 2021 impacted by one off honoraria payment to Green Book grades in recognition of COVID which falls within definition of bonus. Final payments under previous PRP scheme included in 2021.