

PAY RATIOS:**1. Relationship between remuneration of Chief Officers and employees who are not Chief Officers**

These calculations are based on salary data as at 31st December 2015.

Mean average earnings ratio = 6.34 : 1

- (a) Total salaries £61,065,868 ÷ 2,514 (headcount) = £24,290
- (b) Highest paid employee (Chief Executive): £154,000 per annum

Median average earnings ratio = 6.71 : 1 based on FTE salary

Median salary is based on the full time equivalent (FTE) salary of each employee to reflect the value of the role. This is £22,937.

This ratio is below the expected multiples of 8.1-12.1 for the public sector as identified in the Hutton Review of Fair Pay in the Public Sector (March 2011) Report.

2. Relationship between remuneration of Chief Officers and lowest paid employees Note: This calculation is based on expected salary levels at 1 April 2016. It includes the final pay offer and increased Living Wage Foundation rate.

- (a) Ratio = 9.5 : 1
- (b) Lowest paid employee: £16,191
- (c) Highest paid employee (Chief Executive): £154,000 per annum

The above ratios will be monitored and measured against those in similar organisations.