

GENDER PAY GAP REVIEW

To: **Staffing and Appeals Committee**

Date: **4th September 2018**

From: **Martin Cox, HR Director**

Purpose: **To provide Committee with a summary of the Gender Pay Gap review and resulting action plan.**

Recommendations: **The Committee is asked to comment and take note of the information contained in the report and endorse the actions outlined.**

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1.0 PURPOSE

- 1.1 The purpose of this report is to provide Members with the outcomes of the review into the Cambridgeshire County Council's gender pay gap.

2.0 INTRODUCTION

- 2.1 A Gender Pay Gap Report was published in March 2018 outlining the differences in average hourly earnings between Cambridgeshire County Council's female and male employees. Staffing and Appeals Committee and Full Council asked for a review of the gender pay gap, and the attached report summarises the approach taken to this review, the findings and the future action proposed to address the gap.

3.0 THE REVIEW

- 3.1 The analysis undertaken considered data taken from our e-recruitment system and our Oracle and ERP Gold systems. We used this data to consider the gender pay gap within different grades and professions of the workforce, the performance appraisal process, recruitment and selection practices and also within apprenticeships.
- 3.2 In addition, consideration was paid to the gender breakdown of the workforce and considered whether working hours and patterns, as well as length of service, may have an impact on the gender pay gap.
- 3.3 To supplement the data, a sample of senior women from across the organisation were interviewed to determine how their experiences of moving towards senior positions, both internally and externally, may have been shaped by being female, and how this has an effect on gender pay.

4.0 THE FINDINGS

- 4.1 The report attached provides in-depth analysis into each of the areas explored. To summarise, the following findings have been evidenced through the analysis:
- There is no gender imbalance within the performance appraisal process.
 - The current cohort of apprentices are very female heavy. In light of the gender pay gap, this is a positive move towards encouraging personal and professional development within the Council's female workforce.
 - The average length of service for a CCC employee does not change significantly. This demonstrates that the gender pay gap is not being created through a difference in length of service between male and female employees.
 - Higher earners within Cambridgeshire County Council are less likely to work a part time arrangement.
 - Employee length of service and take up of flexible working patterns suggest that retention by gender is not a problem and therefore not worsening the gender pay gap.

5.0 CONCLUSIONS

- 5.1 The analysis and research undertaken as a result of this review has emphasised that there is no quick win or simple solution to reduce a gender pay gap in the workforce. Simply recruiting a few females onto higher salary levels is not only potentially discriminatory and not advisable, but also has very little impact to an organisation with over 5000 employees. The only way to reduce our gender pay gap is to take a long term view of resourcing, developing and engaging our workforce.
- 5.2 Although meaning it is harder to determine actions to reduce the gender pay gap, it is pleasing to conclude that there are no alarming gender issues across the Council. The data outlines that there are no particular salary grades or professions which have a disproportionately high gender pay gap. Current HR policies and practices do not create any gender pay gap bias and managers are appropriately complying with these policies.
- 5.3 The research has reinforced thoughts that we have a fair and equitable pay structure, and that it is possible to have equal pay across the Council but still have a gender pay gap due to the diverse nature of the roles we have.
- 5.4 Although starting as a review of gender pay, the outcomes of this work have led to wider gender diversity considerations within the workforce and these are reflected in the action plan outlined in the attached report. It is hoped that the Cambridgeshire People Strategy will be launched later this year, and these actions will feed into the overall direction and action plan for the strategy and it is proposed that these are managed and reviewed in line with this.

Source Documents	Location
Staffing and Appeals Committee – 6 March 2018	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/926/Committee/19/Default.aspx
Council – 20 March 2018	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/654/Committee/20/Default.aspx