

STAFFING AND APPEALS COMMITTEE



Date: Tuesday, 05 March 2019

Democratic and Members' Services

Fiona McMillan
Monitoring Officer

10:00hr

Shire Hall
Castle Hill
Cambridge
CB3 0AP

**Kreis Viersen Room
Shire Hall, Castle Hill, Cambridge, CB3 0AP**

AGENDA

Open to Public and Press

1. **Apologies for absence and declarations of interest**
Guidance on declaring interests is available at <http://tinyurl.com/ccc-conduct-code>
2. **Minutes - 1st March 2019 (to follow)**
3. **Pay Policy Statement 2019-20 and Gender Pay Gap Reporting** **3 - 22**
4. **Exclusion of Press and Public**

To resolve that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed (information relating to any individual)
5. **Corporate Leadership Pay Options 2019-20 - Confidential**
 - Information relating to any individual;

The Staffing and Appeals Committee comprises the following members:

Councillor Josh Schumann (Chairman)

Councillor David Ambrose Smith Councillor Nichola Harrison Councillor Peter Hudson
Councillor Bill Hunt Councillor Mac McGuire Councillor Lucy Nethsingha and Councillor Joan Whitehead

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

Clerk Name: Michelle Rowe

Clerk Telephone: 01223 699180

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The County Council is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol agreed by the Chairman of the Council and political Group Leaders which can be accessed via the following link or made available on request: <http://tinyurl.com/ccf-film-record>.

Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution <https://tinyurl.com/ProcedureRules>.

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PAY POLICY STATEMENT 2019-20 AND GENDER PAY GAP REPORTING

To: **Staffing and Appeals Committee**

Date: **5th March 2019**

From: **Martin Cox, HR Director**

Purpose: **The purpose of this report is to review the data due to be published on senior employee remuneration and the gender pay gap to ensure compliance with:**

- **The Local Government Transparency Code 2015**
- **Chapter 8 of the Localism Act 2011**
- **Equality Act 2010 (Gender Pay Gap Information) Regulations 2017**

Recommendations: **Staffing and Appeals Committee is asked to approve the Chief Officer Pay Policy Statement 2019/20 (Appendix 1) including the pay multiple and the Gender Pay Gap Report 2019 (Appendix 3).**

<i>Officer contact:</i>		<i>Member contact</i>	
Name:	Martin Cox	Name:	Councillor Joshua Schumann
Post:	HR Director (LGSS)	Portfolio:	Chairman of the Staffing and Appeals Committee
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1.0 BACKGROUND

- 1.1 In February 2015, the Secretary of State for Communities and Local Government issued The Local Government Transparency Code 2015. The code sets out the key principles in making local authorities more transparent and accountable to local people. The Council has been proactive in its compliance with this code.
- 1.2 In addition, under the Localism Act 2011, Local Authorities are required to prepare a Chief Officer Pay Policy Statement for each financial year. This policy statement must be approved by a resolution of the authority, i.e. full Council, and is required to be published by 31 March.
- 1.3 The Equality Act 2010 was recently updated to include new regulations on the reporting of gender pay gap. The new legislation means we are required by law to publish a number of calculations that show the difference between the average earnings of men and women in our Council; it does not involve publishing individual employees' data. The data used for the calculations is the Council's pay data as of 31st March 2018.

2.0 CURRENT POSITION

- 2.1 In accordance with the Local Government Transparency Code 2015, we publish on the Council's website:
- The names of employees paid £150,000 and above.
 - The post title, team, grade, salary range, (in £5000 brackets) and salary ceiling point for the top 3 tiers of the organisation, along with details of whether the appointments are permanent or temporary.
 - The post title, grade and salary range of employees earning £50,000 and above.
 - The 'pay multiple' – the ratio between the highest paid salary and the median salary of the authority's workforce.
 - Details of vacancies via the jobs portal.
- 2.2 This year is the second year that we are required to publish Gender Pay Gap data on the Government portal. In addition to this, we propose to publish a summary of the data on the Council's website.

3.0 SENIOR OFFICER PAY DATA

- 3.1 The senior manager pay data is provided in **Appendix 2**. In previous years transparency data has been based on an employee's full time equivalent salary. The introduction of ERP Gold has enabled us to identify an employee's remuneration taking into account their total earnings including additional payments i.e. market factor supplements and acting up allowances.
- 3.2 There are currently two posts in the organisation that are paid more than £150,000. These are:
- Chief Executive Gillian Beasley with a salary for 2019/2020 of £173,596. This post is shared with Peterborough City Council on a 50/50 basis therefore Cambridgeshire pay 50% of this salary although Gillian is not directly employed by Cambridgeshire County Council.

- Rachel Stoppard the Chief Executive Greater Cambridge Partnership with a salary for 2019/2020 of £166,412 (this is made up of basic salary and a market factor payment). The Greater Cambridgeshire Partnership is an independently operated entity and the cost of this post is shared with the partner organisations.
- 3.3 There are 30 posts in Tier 1 to 3 of the organisation (excluding posts paid below £50,000). This compares to 24 in 2018/2019. In addition to the Chief Executive 14 posts in Tiers 1 to 3 are shared with Peterborough City Council with salary costs shared on a 50/50 basis.
- 3.4 There are currently 118 officers earning £50,000 or above. This compares to 106 officers that were earning £50,000 or above in 2018/2019. It should be noted that due the more sophisticated reporting ability of the newly implemented ERP Gold System, the data now reflects total remuneration and includes pay elements such as honoraria payments and acting allowances that were not considered last year. Of these 118 officers, 11 are shared with Peterborough City Council on a 50/50 basis, and 17 posts are part of LGSS Shared Services with costs being shared between the partner Councils.
- 3.5 The current mean salary for the organisation is £29,288 this compares to a mean salary of £26,762 in 2018/2019. The increase in the mean salary for this year is in part accounted for by the NJC national pay increase. This figure is also influenced by the closure of the Cambridgeshire Catering and Cleaning service which resulted in the loss of approximately 700 employees, many of which were on the lower grades.
- 3.6 The ratio of the Chief Executive's salary to the median salary in the organisation is 1:7 based on a median salary of £26,470. The ratio in the previous year was also 1:7. The Fair Pay Review recommended that the pay ratio should be not more than 1:20. The Council falls well within this range.

4.0 CHIEF OFFICER PAY POLICY STATEMENT

- 4.1 A copy of the Chief Officer Pay Policy Statement is provided in **Appendix 1**. This has been updated to reflect changes in job titles and responsibilities.

5.0 GENDER PAY GAP REPORT

- 5.1 Gender pay reporting is used to assess the levels of gender equality in the workplace and the balance of male and female employees at different levels of the Council. A copy of the Gender Pay Gap Report is provided in **Appendix 3**.
- 5.2 The data shows the Council's mean gender pay gap is 13% against a national public sector picture of 17.5%. Last year our mean gender pay gap was also 13%.
- 5.3 The Council's median gender pay gap is 19% against a national public sector median pay gap of 19%. Last year our median gender pay gap was 18%.
- 5.4 It should be noted that although the Cambridgeshire Catering and Cleaning Service is no longer operated by Cambridgeshire County Council, due to the date of the data being used, these employees are included in the calculations and 90% of the roles in this service were front line roles being undertaken by

females. The evaluated pay rate for these roles tend to be in the lower quartiles and this has a big influence on our overall figures. It is estimated that the mean gender pay gap would be around 10% if we excluded these employees from the data.

- 5.5 Following the presentation of last year's data, a full review into the gender pay gap was carried out. Consideration was paid to the gender pay gap within different grades and professions of the workforce, the performance appraisal process, recruitment and selection practices and also within apprenticeships. In addition, the gender breakdown of the workforce was analysed to determine whether working hours and patterns, as well as length of service, may have an impact on the gender pay gap.
- 5.6 To supplement the review, 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.
- 5.7 Although this review will not have an impact on this year's figures, as this year's publication is based on pay data as of 31st March 2018, the review evidenced:
- 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's 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.
- 5.8 The action plan created from this review, with an update on progress with actions can be found in **Appendix 4**.

Source Documents	Location
The Local Government Transparency Code 2015 Chief Officer Pay Policy Statement Gender Pay Gap Report	Martin Cox HR Director, LGSS Cambridgeshire County Council Box No: OCT 1106 Shire Hall Cambridge CB3 0AP MCox@Northamptonshire.gov.uk

Chief Officer Pay Policy Statement – 2019/2020

Effective from 1st April 2019

1. Introduction

Cambridgeshire County Council is committed to operating consistent, transparent and equitable pay arrangements for employees and are committed to ensuring equal pay in employment.

This Chief Officer Pay Policy Statement fulfils the Council's statutory requirements under Chapter 8 of the Localism Act 2011 ("the Act") and was agreed by full Council on 19th March 2019. The Chief Officer Pay Policy applies to all Statutory and Non-Statutory Chief Officers, (including Deputies), of Cambridgeshire County Council.

In accordance with the Government's Code of Recommended Practice for Local Authorities on Data Transparency, the Council publishes information on all employees earning £50,000 or above.

2. Scope

This Statement details the pay policy and practice in relation to all Statutory and Non-Statutory Chief Officers, (including Deputies) as defined under our constitution.

3. Basic Pay Determination

The pay grade and the terms and conditions that are applied to each post are determined through the process of HAY job evaluation. This is an analytical scheme, which measures the relative size of jobs across the organisation. The key principles underlying our application of job evaluation are:

- Consistently applied across the authority to ensure fairness.
- Applied by appropriately trained and experienced employees.
- Quality assured to ensure that standards are maintained.
- Open and transparent and accessible for employees and their representatives.
- Considers the relative size of jobs and not the postholders or pay grades.
- Wholly dependent on job role, function and accountability.

4. Chief Officer Pay (Corporate Leadership Team)**Pay Scale**

The pay scale for the Corporate Leadership Team is available on our website.

Staffing and Appeals Committee

The Staffing and Appeals Committee determines, on behalf of full Council, application of the pay policy regarding the remuneration of Statutory and Non Statutory Chief Officers (including Deputies), of the organisation. The Staffing and Appeals Committee comprises 11 members of the Council.

When determining application of the pay policy, the Committee is advised by the Head of Paid Service and LGSS HR Director (or his/her nominees). The Committee may, having sought the advice of the above, choose to be advised by an external independent advisor as appropriate.

Pay Award

There is no automatic cost of living increase. The Chief Executive, in consultation with the Staffing and Appeals Committee determines the level of increase if any, to be applied to the published pay rates for Chief Officers, by reference to our performance against Key Measurable Targets and overall affordability given the prevailing budget decision. In addition, the national award is used as a benchmark for the cost of living award. Any such recommendation is reported to the Staffing and Appeals Committee.

Flexibility for Non-Consolidated Payments

The Staffing and Appeals Committee has the flexibility to award one off non-consolidated performance awards. These are applied in exceptional circumstances only, where individuals have performed above and beyond their job role. Again this will be dependent on clear performance criteria and evidenced outcomes as well as affordability.

Any non-consolidated performance award will be a one-off temporary award for a maximum of one year and based on the development points within each Director Pay grade boundaries and will not exceed the "Absolute Ceiling" of these pay and grade boundaries.

Individual Salary Progression

There is no automatic progression through the development points. Personal development in role may be recognised by the award of discretionary consolidated pay movements each year, in accordance with the locally agreed step values, through the pay/development points.

Application of individual development points will be determined each year by the Chief Executive, taking into consideration the individual's performance, as evidenced by the Performance Appraisal and Development Programme (PADP) rating and overall affordability given our prevailing budget position.

Awards may be considered only on completion of Personal Development Plans and where contribution and competence have been suitably evidenced and assessed via the appraisal scheme. Progression will not go beyond the "Absolute Ceiling" set for each grade.

Acting Up / Partial Acting Up and Honorarium Payments

Where an officer is required to Act-Up into a higher level Chief Officer/Deputy Chief Officer post he/she will normally be remunerated at the bottom of the higher graded post's development point range.

The decision to Act an officer up into a Chief Officer/Deputy Chief Officer post will be within the remit of the Staffing and Appeals Committee. Where a Chief Officer/Deputy Chief Officer is required to take on temporary additional responsibilities the Staffing and Appeals Committee may consider awarding an honorarium payment based on the difference of his/her current salary and the additional partial role he/she is required to carry out. There will be no flexibility to award above the "Absolute Ceiling" for the role.

Any honorarium payments made to the Chief Executive will be subject to Full Council approval as would any payment made to the Returning Officer. In election years, full Council will be asked to agree any payment to be made to the Returning Officer at the same time as agreeing the Pay Policy.

Market Supplement Payments

Where a business case is put forward to pay a market supplement, this will be presented to the Staffing and Appeals Committee advised by the HR Director (or his/her nominees) and Chief Executive for consideration. Any market supplement would be based on a detailed business case that demonstrates some or all of the following:

- Evidence of unsuccessful recruitment campaigns
- Evidence of comparable roles paid at higher levels in benchmark authorities
- Significant evidence of higher than normal turn over/attrition rates
- Significant business continuity/service delivery risks

Any market supplement rate would be temporary for a maximum period of 12 months. Market premiums would be made only in exceptional circumstances and subject to affordability.

Any proposed market supplement payments made to the Chief Executive would be subject to the above and Full Council approval.

5. Pay Equity – The Pay Multiple

The Council monitors the relationship between the remuneration of its Chief Officers and Deputies and the rest of the workforce.

The current ratio of the Chief Executive's full salary to the median salary in the organisation is 1:7 based on a median salary of £26,470.

The Fair Pay Review recommended that the pay ratio should not be more than 1:20 - the Council falls well within this range.

6. Termination of Employment

On ceasing to be employed by the Council, employees will be paid contractual payments due under their contract of employment. Our Redundancy Policy details the conditions under which redundancy payments can be made. We calculate redundancy payments based on an individual's actual pay, length of continuous service and age.

7. Review

This pay policy statement will be reviewed annually and recommended to Full Council for approval. We may by resolution of the Full Council, amend this Pay Policy Statement during the course of the year to which it relates.

Posts with remuneration of 50k and above

Position	Remuneration in £5K bands (except for roles with a salary of 150,000 and above)
Head of IT Services in Norwich	105,000 - 109,999
Head of LGSS Business Planning and Finance	60,000 - 64,999
Head of Centre	50,000 - 54,999
Manager Grafham Water Centre	50,000 - 54,999
Group Manager Transport Strategy and Funding	55,000 - 59,999
Team Leader Cycling Projects	50,000 - 54,999
Team Leader Highway Projects	50,000 - 54,999
Traffic Manager	50,000 - 54,999
Commission Manager Community Infrastructure	50,000 - 54,999
Infrastructure Support Manager	50,000 - 54,999
Head of HR Advisory Services East	70,000 - 74,999
Strategic Finance Manager	55,000 - 59,999
Head of Service Schools Intervention	70,000 - 74,999
Head of IT Strategy Architecture Development	85,000-89,999
CID Service Manager	50,000 - 54,999
Strategic Finance Manager	55,000 - 59,999
Strategic Finance Manager	60,000 - 64,999
Head of Service Operations	70,000 - 74,999
Head of Business Intelligence	65,000 - 69,999
Area Manager Rural	50,000 - 54,999
Strategic Finance Business Partner	55,000 - 59,999
Strategic Audit Manager	55,000 - 59,999
Assistant Director Children	95,000 - 99,999
Greater Cambridge Partnership Transport Director	110,000 - 114,999
Assistant Director Housing Communities and Youth	90,000 - 94,999
Head of Strategy and Programme	50,000 - 54,999
Head of Service Adults Integration	55,000 - 59,999
Head of Adult Safeguarding/Principal Social Worker	65,000 - 69,999
Head of Communications	50,000 - 54,999
Head of Service Early Years	65,000 - 69,999
Safeguarding Manager	50,000 - 54,999
Head of Virtual School	60,000 - 64,999
Head of Cambridgeshire Music	50,000 - 54,999
Education Capital Strategy Manager	50,000 - 54,999
Transport and Infrastructure Strategy Manager	50,000 - 54,999
Team Leader Public Transport Projects	50,000 - 54,999
Senior Adviser Curriculum Teaching and Leadership	55,000 - 59,999
Primary Adviser	55,000 - 59,999
Education Adviser	55,000 - 59,999
Primary Adviser	55,000 - 59,999
Transformation Programme Manager	50,000 - 54,999
Head of Service Countywide and LAC	65,000 - 69,999
Head of Service Early Help North	65,000 - 69,999
Head of Service Early Help South	65,000 - 69,999
Head of Service Safeguarding North	70,000 - 74,999

Head of Service Safeguarding South	60,000 - 64,999
Service Manager	50,000 - 54,999
Strategic Manager Admissions	50,000 - 54,999
Lead Social Care Manager	55,000 - 59,999
Lead Service Manager Integration and Practice	55,000 - 59,999
Waste Partnership Manager	50,000 - 54,999
HR Policy and Projects Team Manager (CCC)	50,000 - 54,999
Manager Sensory Support Team 0-25 years	50,000 - 54,999
Service Manager Safeguarding	50,000 - 54,999
Head of Youth Support	60,000 - 64,999
Head of Mental Health	70,000 - 74,999
Digital Programme Delivery Manager	50,000 - 54,999
Business Systems Service & Support Manager	50,000 - 54,999
Head of Service Transfers of Care	55,000 - 59,999
Senior Adviser Quality Assurance Team	55,000 - 59,999
Education ICT Manager	55,000 - 59,999
Education Health Safety and Wellbeing Adviser	50,000 - 54,999
Education Adviser	50,000 - 54,999
Primary Adviser	55,000 - 59,999
Principal Child and Family Social Worker	50,000 - 54,999
Partnerships and Service Development Manager	50,000 - 54,999
Permanency Practice Development Manager	50,000 - 54,999
Fostering and Residential Placement Provision Manager	50,000 - 54,999
Partnerships and Developing Practice Officer	50,000 - 54,999
Head of Pilgrim PRU	50,000 - 54,999
Educational Psychologist	50,000 - 54,999
Educational Psychologist	50,000 - 54,999
Educational Psychologist	50,000 - 54,999
County Alternative Education Manager	50,000 - 54,999
Business Manager Growth and Development	50,000 - 54,999
Library Service Manager	50,000 - 54,999
Highways Maintenance Manager	50,000 - 54,999
Assistant Director Cambridgeshire	85,000-89,999
Assistant Principal Educational Psychologist	55,000 - 59,999
Service Manager	50,000 - 54,999
Operations Manager	50,000 - 54,999
Educational Psychologist	50,000 - 54,999
Educational Psychologist	50,000 - 54,999
Head of Adults Commissioning	60,000 - 65,999
CID Service Manager	60,000 - 65,999
Head of Youth Offending Service	50,000 - 54,999
SEND Manager SEMH	50,000 - 54,999
Head of Service 0-19 Place Planning and Organisation Service*	85,000-89,999
Commission Manager Waste	50,000 - 54,999
Strategic Audit Manager	60,000 - 64,999
Highways Asset Manager	50,000 - 54,999
Chief Finance Section 151 Officer	70,000 - 74,999
Director of Public Health	105,000 - 109,999
Director of Corporate and Customer Services	95,000 - 99,999
Chief Finance Officer*	135,000 - 139,999

Executive Director	130,000 - 134,999
Service Director, Legal and Governance	95,000 - 99,999
Assistant Director Public Health Intelligence	55,000 - 59,999
Consultant Public Health	80,000 - 85,000
Consultant Public Health	50,000 - 54,999
Consultant Public Health	50,000 - 54,999
Consultant Public Health	70,000 - 74,999
Customer Services Manager	50,000 - 54,999
Head of Communications and Information	65,000 - 69,000
Head of IT & Digital Service	65,000 - 69,000
Data Protection Officer	55,000 - 59,999
Head of Finance	70,000 - 74,999
Group Asset Manager	60,000 - 64,999
Facilities Manager	50,000 - 54,999
Chief Executive Greater Cambridge Partnership*	163,455
Service Director Business Improvement and Development	120,000 - 124,999
Service Director Commissioning	120,000 - 124,999
Director of Education	120,000 - 124,999
Assistant Director, Cultural & Community Services	85,000 - 89,999
Assistant Director, Highways	80,000 - 84,999
Assistant Director, Infrastructure & Growth	75,000 - 79,999
Programme Director Connecting Cambridgeshire	70,000 - 74,999
Service Director Adults	120,000 - 124,999

*This post has remuneration that is higher than the top of the pay scale for the position due to ad hoc
There is no overlap between the salary points on the pay spine. The employees' current range above

Gender Pay Gap Report

Published March 2019

Cambridgeshire County Council is an employer required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This involves carrying out calculations that show the difference between the average earnings of men and women in our Council; it will not involve publishing individual employees' data. The data used for the calculations is the Council's pay data as of 31st March 2018.

We are required to publish the results on a government gender pay gap website, and in addition it is advisable to publish the high level results on the Cambridgeshire County Council website alongside our pay and transparency data.

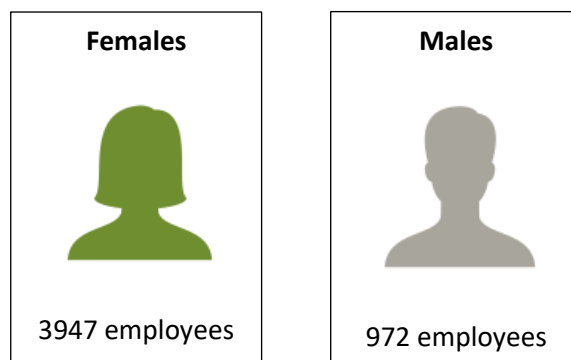
Gender pay reporting is used to assess:

- the levels of gender equality in our workplace
- the balance of male and female employees at different levels

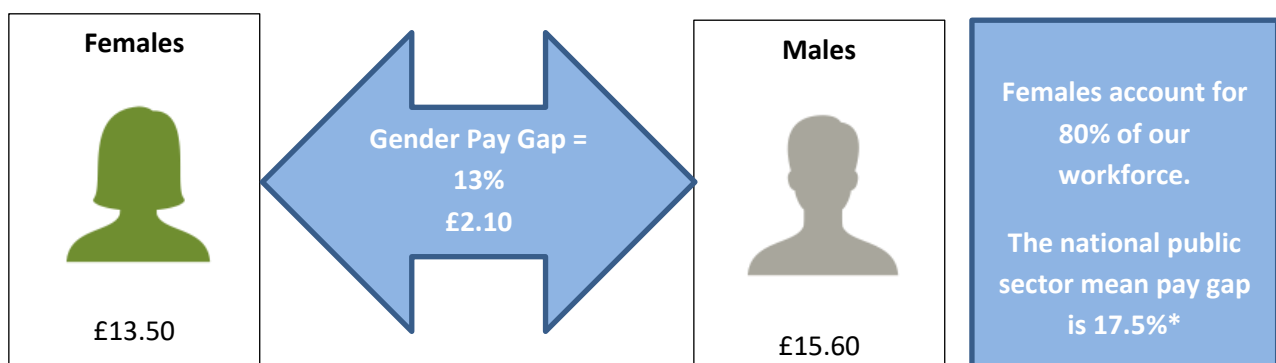
Few employers in Cambridgeshire can boast the breadth and variety of roles we enjoy at Cambridgeshire County Council. With nearly 5000 employees, we are one of the biggest employers in the County, with a diverse workforce to be proud of. We are committed to equality within our workforce, and our flexibility, working practices and wide range of roles ensure that we encourage and support women to come to work for us, and develop their long-term career to stay with us.

Our Workforce Profile

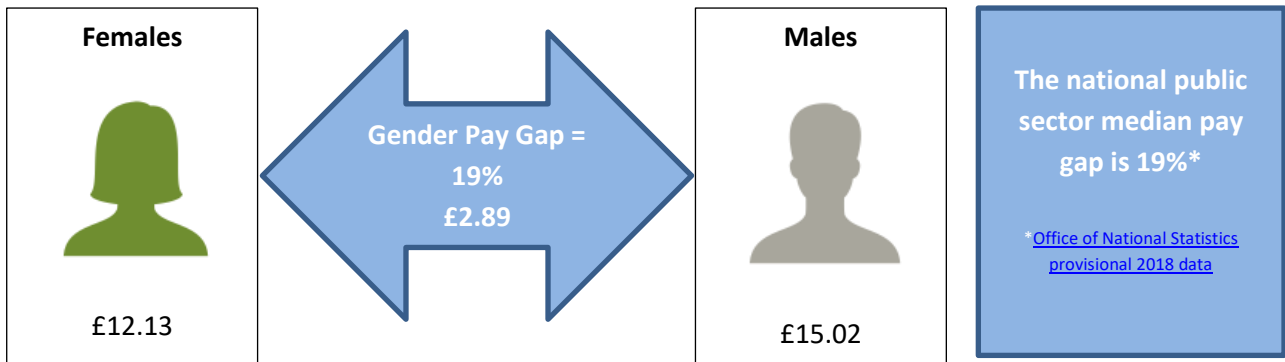
Our total headcount as of the 31st March 2018 was 4,919 with 80% of these employees being female:



Mean Gender Pay Gap in Hourly Pay



Median Gender Pay Gap in Hourly Pay



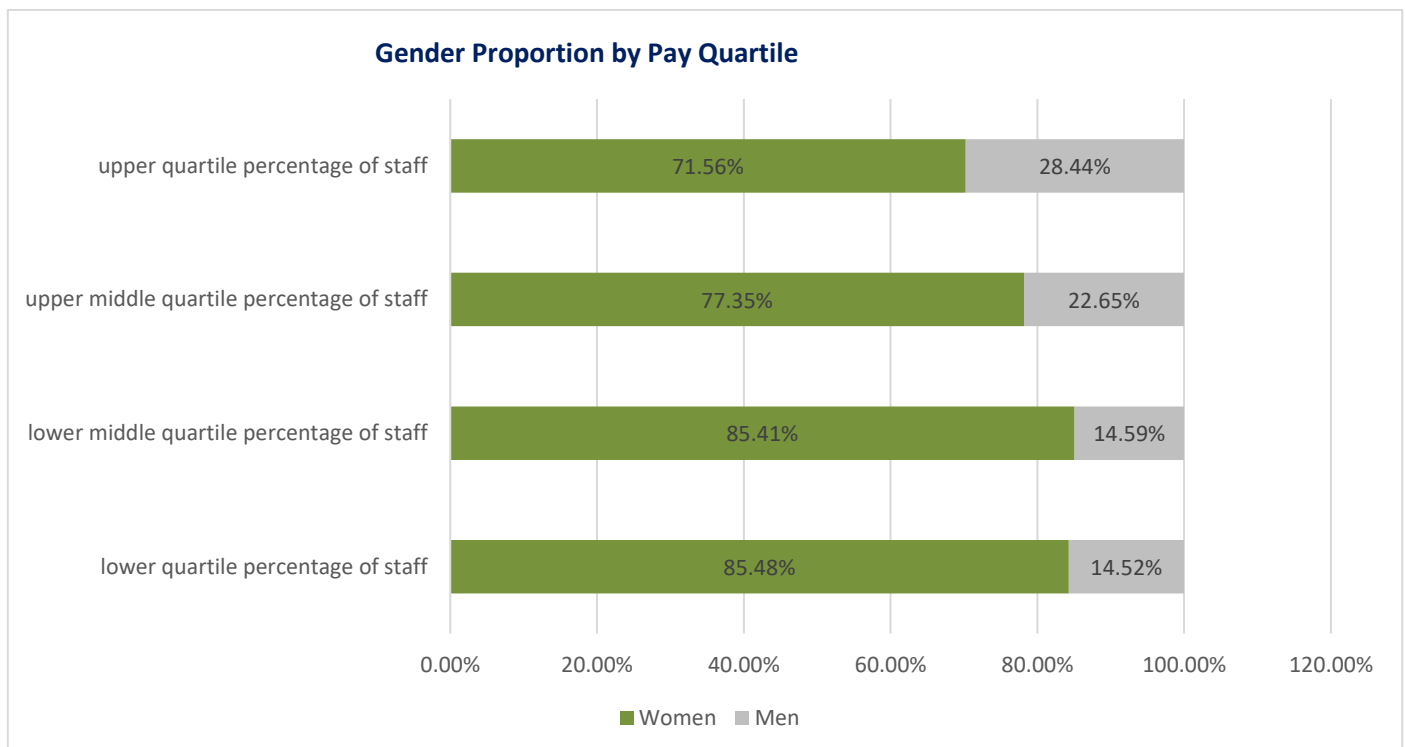
Cambridgeshire County Council's mean gender pay gap is well below the national public sector figure, whilst the median is in line with the national average.

Further analysis shows that a high proportion of our frontline employees are females. Over 90% of our front line care roles are being carried out by females. It should also be noted that although the Cambridgeshire Catering and Cleaning Service is no longer operated by Cambridgeshire County Council, due to the date of the data being used, these employees are included in the calculations and 90% of the roles in this service were front line roles being undertaken by females. The evaluated pay rate for these roles tend to be in the lower quartiles and this has a big influence on our overall figures.

Mean, Median and Proportion of Males and Females Receiving a Bonus Payment

Cambridgeshire County Council does not operate a bonus payment scheme, and therefore has no bonus payment gender pay gap.

Proportion of Males and Females in Each Pay Quartile



The graph above outlines the gender split by pay quartile. The lower quartile range relates to hourly rates of up to £8.86. The lower middle quartile is hourly rates of £8.87 - £12.52. The upper middle quartile is hourly rates of £12.53 – £17.28. The upper quartile relates to hourly rates of £17.29 and above.

Further analysis of the data demonstrates that females are fairly evenly spread across the pay quartiles, whereas males are more highly represented in the upper two quartiles. This distribution explains the higher median hourly rate for males.

Next Steps

The challenge in our Council, as it is nationally, is to eliminate any gender pay gap. A thorough review into our Gender Pay Gap took place in 2018, and the action plan and initiatives to reduce the gender pay gap will continue into 2019.



Appendix 4: Gender Pay Gap Action Plan

This action plan was presented to Staffing and Appeals Committee in September 2018. Progress against actions are indicated below.

Theme:	Action and who is responsible	Measure	Progress update February 2019
Improve development opportunities for female employees We do not seem to have a problem with attracting and retaining our female workforce. However, our next steps are to invest in developing and empowering our female employees to encourage them to move into more senior roles.	<ul style="list-style-type: none"> Clear career pathways for female employees. Who: Learning and Development	Employees PADP will outline objectives and training and development actions. We will continue to monitor our workforce data to assess the gender split of promotional opportunities.	PADP paperwork is being updated to include more emphasis in managing talent and developing our employees. Workforce data will continue to be monitored.
	<ul style="list-style-type: none"> Managers and leaders need to be trained in how to spot talent and encourage employees to develop. Employees will be encouraged to take sideways moves as well as promotional roles to broaden their knowledge. Who: Learning and Development/ HR Policy, Strategy and Workforce team	Our recruitment and selection training will be updated with an emphasis on this. We will promote and encourage managers to attend this training. Our recruitment policies will be updated to encourage managers to think about their vacancies and offer roles as secondments if possible. Workforce statistics will demonstrate more employees moving teams to take on opportunities at both their existing and promotional grades.	A wholesale review of the recruitment process is taking place – see below for further information.
	<ul style="list-style-type: none"> Analysis is required to identify hard to fill and traditionally male dominated roles to encourage greater diversity in these posts. Who: HR Policy, Strategy and Workforce team	The workforce statistics will, over time, illustrate a shift in attracting and retaining female employees into posts typically occupied by men.	Too early to see a shift in the data, so this action will continue.

	<ul style="list-style-type: none"> Implement a suite of development initiatives to empower female employees. For example coaching, mentoring and skills development. Females will be more confident in recognising their value and skilled in negotiating their development opportunities and package. <p>Who: Learning and Development/ HR Policy, Strategy and Workforce team</p>	Learning and development programme established and implemented and the monitoring of attendance and impact of these initiatives.	These have not yet been considered. Once the CCC People Strategy has been adopted, a thorough analysis of organisational wide training initiatives will be considered.
<p>Engagement</p> <p>Female employees are more likely to need to be encouraged to apply for new posts or development opportunities rather than apply for opportunities themselves</p>	<ul style="list-style-type: none"> Increased communication from female senior leaders (for example blogs Q&A sessions) to provide increased visibility of female leaders and role model career growth. <p>Who: Communications team and Senior Managers</p> <ul style="list-style-type: none"> Create professional networking groups for all employees working full and part time. <p>Who: HR Policy, Strategy and Workforce team</p>	<p>Communication and engagement plan agreed and implemented. Data from e-recruitment system and learning and development will illustrate an increase in females applying for new posts/development opportunities within the Council.</p> <p>Networking groups established and being utilised – these will initially be established from cohorts of attendees from the learning and development initiatives outlined above.</p>	<p>Re-focused CEX blog.</p> <p>Senior managers going back to the floor.</p> <p>Virtual roadshows with senior (female) leaders.</p> <p>Work on this to be continued</p>
<p>Recruitment and selection</p> <p>We need to improve how we attract and retain females into roles where they are less represented.</p>	<ul style="list-style-type: none"> Review of recruitment processes to ensure there is no gender bias post shortlisting. Considerations may include encouraging diverse shortlisting and interview panels. <p>Who: HR Policy, Strategy and Workforce team</p>	Output of recruitment process review.	<p>Promotion of women in male dominated roles already being promoted e.g. Emma the gritter employee</p> <p>A wholesale review of the recruitment process is taking place with the proposal that we will have a new policy and streamlined guidance toolkits available for managers. These</p>

			will include encouragement on the use of secondments and will consider and remove any gender bias that there may be in our current practices.
	<ul style="list-style-type: none"> Review of sample job descriptions/adverts to ensure there is no subtle gender bias. <p>Dependency: Improve e-recruitment reporting and training required to understand how to write adverts to remove any bias</p> <p>Who: HR Policy, Strategy and Workforce team (support from Business Systems to lead change with E-recruitment supplier).</p>	E-recruitment data will illustrate number of females who have applied, been shortlisted and appointed to advertised posts.	Will form part of the wider recruitment review.
Working Practices Flexible working practices will improve retention of our staff and allow employees with non-work responsibilities (i.e. family commitments, studying) to continue to progress through the council without compromising their work/life balance.	<ul style="list-style-type: none"> Have an agreed, consistent, where possible, definition of flexible and agile working that is endorsed from the Chief Executive that is workable through all management tiers, subject to service needs <p>Who: HR Policy, Strategy and Workforce team</p>	Agreed definition developed and published through the Cambs2020 project	This is underway and is being progressed by the Cambs2020 project.
	<ul style="list-style-type: none"> As part of the Cambs2020 programme a programme of training will be rolled out across all teams to support improved flexible and agile working Managers will need to understand how to flex individual working practices to manage the impact on the team. <p>Who: Learning and Development</p>	Attendance of training. Increase in flexible working practices	Training is currently being developed and will be available in advance of Cambs2020 implementation.

	<ul style="list-style-type: none"> Managers to consider working practices and how they could be made more flexible. For example review purpose, duration and frequency of meetings and consider how the use of IT for example could facilitate flexible working for employees. <p>Who: HR Policy, Strategy and Workforce team. Cambs2020 project.</p>	Agree and publish policy to encourage managers to review working practices across team	This will be integrated with the Cambs2020 projects as outlined above.
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