

Appendix 1

Pay Gap Report

Published March 2023

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 2022.

We are required to publish the results on a government gender pay gap website, and in addition we 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

Although not a legislative requirement, we have also chosen to publish our ethnicity pay gap and have included recommendations as a result of the figures into the action plan below.

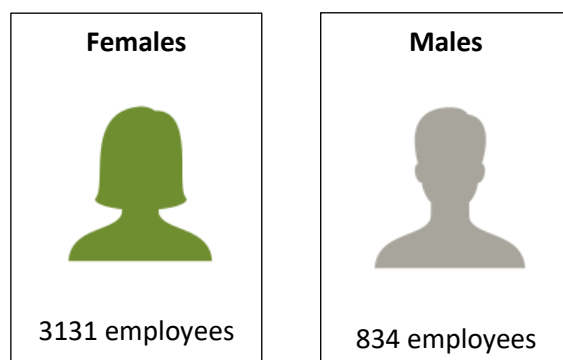
Few employers in Cambridgeshire can boast the breadth and variety of roles we enjoy at Cambridgeshire County Council. With over 4500 employees, we are one of the biggest employers in the County, with a diverse workforce to be proud of.

Gender Pay Gap

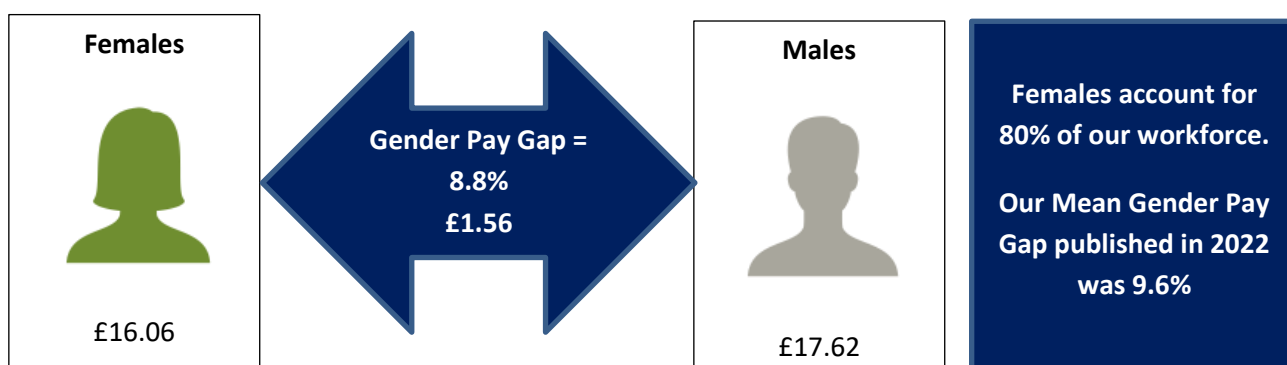
Our Workforce Profile

The headcount for CCC was 4643 on 31st March 2022 (the snapshot date). The number of positions filled at CCC is higher due to some employees holding more than one position, a total of 4732 positions.

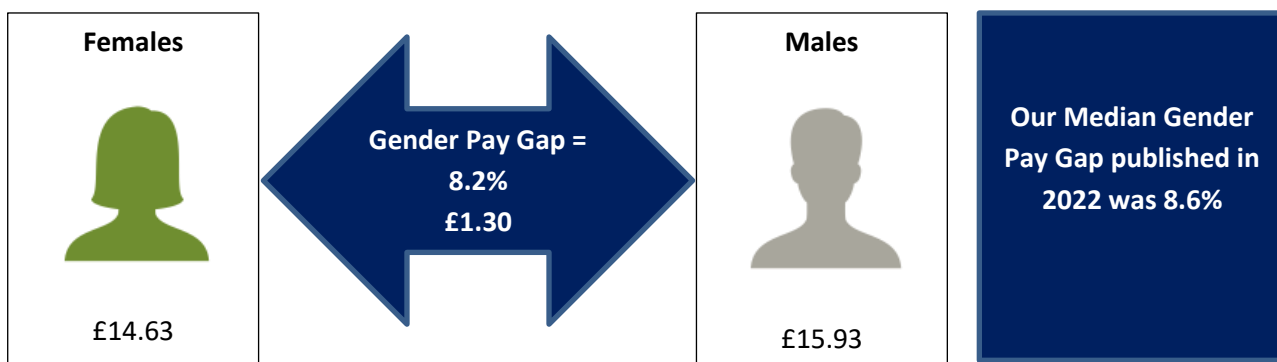
For the purpose of this data 3965 employees were considered 'full time relevant employees' under the government gender pay gap reporting guidelines.



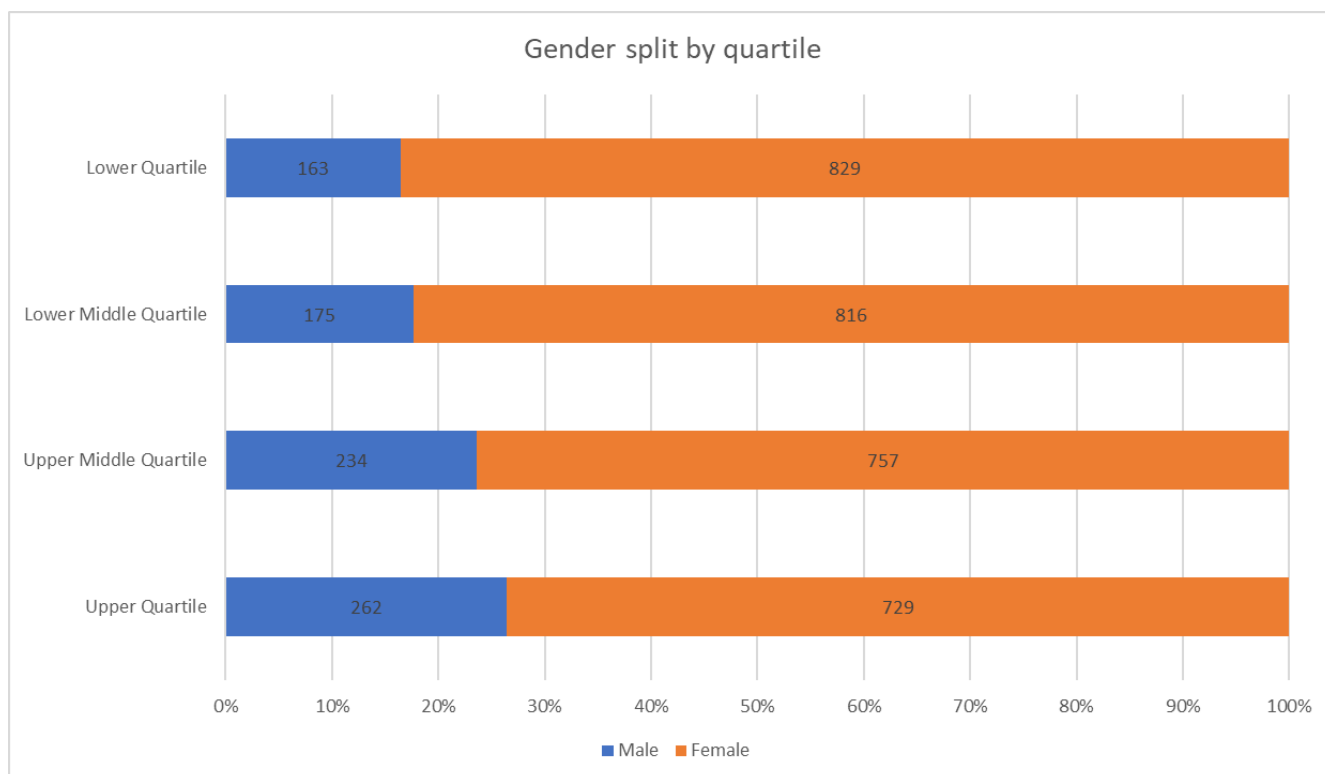
Mean Gender Pay Gap in Hourly Pay



Median Gender Pay Gap in Hourly Pay



Proportion of Males and Females in Each Pay Quartile



The graph above outlines the gender split by pay quartile and illustrates the quartile split by percentage and employee numbers. The number of employees that were included (full pay relevant employees) in this year's Gender Pay Gap Report is slightly lower than last year.

The lower quartile range relates to hourly rates of up to £11.04. The lower middle quartile is hourly rates of £11.04-£14.63. The upper middle quartile is hourly rates of £14.63-£19.24. The upper quartile relates to hourly rates of £19.24 and above. Where there were employees on the same hourly rate that overlap between the top or bottom hourly pay of the quartiles men and women have been split as evenly as possible across the hourly pay quartiles, either side of the overlap.

Please note that these figures exclude employees on reduced pay such as absence/maternity and adoption leave/career breaks, and therefore does not correspond to the total headcount figure.

There was an increase in the number of women in higher paid roles in March 2022 compared with March 2021. The upper middle quartile has increased by 1.5% and the upper quartile has increased by 2.5% across the two years.

Mean, Median and Proportion of Employees Receiving a Bonus Payment

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

Ethnicity Pay Gap

Until such a time that ethnicity pay gap reporting becomes legislative, there is no agreed calculation or classification for the data. We have, therefore, calculated our ethnicity pay gap in a similar format to the gender pay gap process, comparing the number of employees disclosing they are of an ethnic origin other than white, against the earnings of employees who are white and excluding those who have opted to 'prefer not to say' or who have not disclosed any information on their ethnicity. The method in which we report the ethnicity pay gap may differ in the future if legislative requirements and guidance are introduced.

UNKNOWN	PREFER NOT TO SAY	ETHNICITY OTHER THAN WHITE	WHITE
1227 employees	60 employees	333 employees	2345 employees
30.9 % of employees	1.5% of employees	8.4% of employees	59.1% of employees
Mean hourly rate = £15.40	Mean hourly rate = £18.61	Mean hourly rate = £16.34	Mean hourly rate = £16.86
Median hourly rate = £13.20	Median hourly rate = £15.60	Median hourly rate = £14.63	Median hourly rate = £15.60

Pay Gap

Calculation of the hourly rate of employees of an ethnic origin other than white, compared against those declaring they are white.

Mean Ethnicity Pay Gap 3.1%	Median Ethnicity Pay Gap 6.2%
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The data above demonstrates that those employees of an ethnic origin other than white are earning an average of £0.52 less, per hour, than white employees and have a lower median hourly rate at £0.97 less than white employees. However, those who have declared their ethnicity as other than white equates to only 8.4% of the council. It is also worth noting that those who have not answered any ethnicity details on ERP have an average lower hourly rate. Having further information on ethnicity will help to determine the true mean and median gender pay gap.

Action We Are Taking

Our current workforce data tells us that the council is attracting and retaining women and we have a fairly representative number of female employees across all four pay quartiles. The council has a fair and equitable pay policy in place and promotes flexible working practices. All jobs in the council are evaluated using the Hay methodology to ensure we have equality of grading for all colleagues carrying out the same work.

We undertake a full review and report into our gender pay gap every year and have incorporated ethnicity gap figures into the report that is presented to our Staffing and Appeals Committee. The analysis and research undertaken emphasises that there is no quick win or simple solution to reduce a pay gap in the workforce. The only way to reduce our pay gaps is to take a long-term view of resourcing, developing and engaging our workforce, and the following table summarises the current actions that we are taking.

THEME	ACTIONS WE HAVE TAKEN	ACTIONS WE WILL FOCUS ON
Development	<ul style="list-style-type: none"> We have increased and promoted our coaching offering encouraging all employees to consider their own development. We have developed a new Learning and Development 'Our Development' portal increasing the visibility and breadth of our training offer. A briefing session for our IDEAL network was held specifically on gender and ethnicity pay to highlight and discuss the pay gaps we have. A session on gender and ethnicity pay gaps took place at an EDI Conversation, attended and watched by over 400 individuals. Launched Menopause Awareness sessions to promote increased awareness and understanding of the challenges in work that a significant proportion of colleagues face related to the menopause and have encouraged everyone to attend these sessions. 	<ul style="list-style-type: none"> Develop clearer career pathways across the Council, ensuring that these are inclusive and accessible to all employees. Managers and leaders need to be trained in how to spot talent and encourage employees to develop – talent management toolkits to be developed alongside the new people strategy encouraging managers to look beyond their own teams and employees existing roles. We will continue to brief our colleagues on our pay gaps, increasing the visibility of our actions and ambitions in this area. We will explore the option of linked grades, or developmental scale points to help recruit and develop colleagues into roles. We will encourage development and career conversations as part of Our Conversations.
Engagement	<ul style="list-style-type: none"> Upon returning to the office after the pandemic we looked at new ways of encouraging professional networking groups to continue. Many of these are now continuing remotely resulting in more inclusive and better attended groups. We have a dedicated resource for employee engagement and wellbeing within the HR team, increasing our capacity and expertise in this area. External audit of EDI in the organisation resulted in recommendations to support better diversity and inclusion. 	<ul style="list-style-type: none"> Pilot a mutual mentoring scheme, with a view to expanding understanding in the organisation of the challenges faced by colleagues with protected characteristics. Develop a managers' forum and hub to improve cross working of managers across the Council and to have a space for managers to learn about and discuss issues such as our pay gaps.
Recruitment, Selection and Retention	<ul style="list-style-type: none"> The new e-recruitment system can provide much more meaningful diversity data that can easily be downloaded and analysed, allowing us better data an insight into who is moving into and within the Council. 	<ul style="list-style-type: none"> Alongside the system changes, we are reviewing all recruitment processes to reduce the risk of gender or ethnicity bias post shortlisting. We will analyse data taken from exit and new starter interviews to consider the impact on our pay gaps.
Working Practices	<ul style="list-style-type: none"> We have changed our gender reporting fields on our ERP system to be more inclusive. A new Gender Identity field has been added, enabling colleagues to outline their identity. We have further promoted our flexible working practices, flexible from first approach and flexible bank holidays. The flexing of bank holidays has now become a widespread practice. 	<ul style="list-style-type: none"> Continue to investigate and introduce new ways to improve workplace flexibility. We will continue to ask colleagues to review and complete their diversity information on our ERP system and when we have enough data completed, we hope to be able to report on pay gaps for Gender Identity and Disability.
Pay	<ul style="list-style-type: none"> We have significantly increased the transparency of our pay this year through a new pay and reward approach document and through a dedicated pay page on Camweb. A review of the Our Conversations and Ratings Conversation took place, seeking employee thoughts on or pay, reward and progression arrangements. One direct improvement resulting from this was a change in criteria for our employee recognition scheme, aligning this to the Ratings Conversation process, resulting in the increased the usage of the scheme and making it much more inclusive. 	<ul style="list-style-type: none"> We will complete a full review of local agreements to ensure that they are still relevant, fit for purpose and do not negatively impact any of our pay gaps or individual protected characteristics.

Next Steps

The challenge in our Council, as it is nationally, is to eliminate any gender and ethnicity pay gap. We will continue to work on initiatives to reduce our pay gaps including further mid-year analysis and reporting.