

STAFFING AND APPEALS COMMITTEE



Date: Tuesday, 04 September 2018

Democratic and Members' Services

Fiona McMillan

Deputy Monitoring Officer

14:00hr

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 | |
| | <i>Guidance on declaring interests is available at</i> | |
| | http://tinyurl.com/ccc-conduct-code | |
| 2. | Minutes - 25th June 2018 | 3 - 4 |
| 3. | Appointment of Director, Legal and Governance Services | 5 - 18 |
| 4. | Gender Pay Gap Review | 19 - 38 |

The Staffing and Appeals Committee comprises the following members:

Councillor Nichola Harrison Councillor Samantha Hoy Councillor Peter Hudson Councillor Bill Hunt Councillor Mac McGuire Councillor Lucy Nethsingha Councillor Josh Schumann 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

Clerk Email: michelle.rowe@cambridgeshire.gov.uk

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>.

The Council does not guarantee the provision of car parking on the Shire Hall site and you will need to use nearby public car parks <http://tinyurl.com/ccf-car-park> or public transport.

STAFFING AND APPEALS COMMITTEE - MINUTES

Date: Monday, 25th June 2018

Time: 11.00 a.m. – 2.50p.m.

Place: Room 128, Shire Hall, Cambridge

Present: Councillors Downes (substituting for Councillor Nethsingha), Harrison, Hudson, Kavanagh (substituting for Councillor Whitehead), King (substituting for Councillor Hoy), Reynolds (substituting for Councillor Hunt), Schumann and Tierney (substituting for Councillor McGuire)

33. ELECTION OF CHAIRMAN/WOMAN

It was resolved that Councillor Schumann be elected Chairman of the Committee for the municipal year 2018-19.

34. ELECTION OF VICE-CHAIRMAN/WOMAN

It was resolved that Councillor Hudson be elected Vice-Chairman of the Committee for the municipal year 2018-19.

35. DECLARATIONS OF INTEREST

There were no declarations of interest.

36. MINUTES – 8TH MAY 2018

The minutes of the meeting held on 8th May 2018 were confirmed as a correct record and signed by the Chairman.

37. EXCLUSION OF PRESS AND PUBLIC

It was resolved unanimously:

That the press and public be excluded from the meeting on the grounds that the agenda contained 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.

**38. DIRECTOR OF BUSINESS IMPROVEMENT AND DEVELOPMENT –
INTERVIEWS**

The Committee considered the appointment of a Director of Business Improvement and Development. Members received a presentation from two candidates and asked questions of both.

It was resolved to:

appoint Amanda Askham to the post of Director of Business Improvement and Development.

Chairman

APPOINTMENT OF DIRECTOR, LEGAL AND GOVERNANCE SERVICES

To: Staffing and Appeals Committee

Date: 4th September 2018

From: Gillian Beasley, Chief Executive

Purpose: To set out a proposal to establish a shared post of Director of Governance and Legal Services for Cambridgeshire and Peterborough, and subject to agreement, to agree the recruitment process to be followed.

Recommendation: The Committee is therefore asked to consider the proposals for joint arrangements as set out above and to:

- Confirm that a new shared Director of Governance and Legal Services post be advertised externally and internally.
- Agree the appointments process set out in this report to be followed.

<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
e-mail:	MCox@northamptonshire.gov.uk	e-mail:	Joshua.Schumann@cambridgeshire.gov.uk
Tel:	07921 092743	Tel:	01223 706398

1.0 Background

- 1.1 At Cambridgeshire, the role of Director Legal and Democratic Services, and Monitoring Officer function has been provided by the Executive Director of LGSS Law until recently. The role became part of LGSS in 2010, and subsequently in 2015 LGSS Law Ltd was formed.
- 1.2 The postholder left LGSS Law Ltd earlier this year and since then the management of Democratic Services has been retained within LGSS, and an interim Executive Director appointed at LGSS Law Ltd.
- 1.3 At Peterborough, until 30 June 2017, the substantive postholder of the Director of Legal & Governance also held the delegated statutory Monitoring Officer role. From the 1st July, she was seconded to the Combined Authority to take on their Monitoring Officer post full-time, and this has now become a permanent arrangement.
- 1.4 This has therefore left a full time, permanent vacant position within Peterborough City Council (PCC).

2.0 Introduction

- 2.1 Following the agreement between Peterborough City Council and Cambridgeshire County Council (CCC) to share several senior roles across the senior and corporate leadership teams, these vacancies now offer an opportunity to consider a further shared post, and saving, to both authorities.
- 2.2 Sharing management of services is not an end in itself, but one of a number of means by which Councils can achieve their strategic ambitions.
- 2.3 The principles that have underlined all sharing considerations to date are as follows:
 - Removing duplication of effort;
 - Bringing together arrangements which are similar between both Councils to create added value;
 - Exploiting expenditure that exists in both organisations;
 - Creating a positive impact on key partners such as Health, Probation and Police by dealing with joint agendas of Cambridgeshire and Peterborough in single, rather than duplicate meetings;
 - Creating career development opportunities for officers working across both;
 - Utilising the expertise that already exists in both councils to best effect.
- 2.4 It is now proposed to create a further shared role across Cambridgeshire and Peterborough, specifically the Director of Legal and Governance.
- 2.5 The role of Monitoring Officer is a statutory appointment under the provisions of Section 5 of the Local Government and Housing Act 1989, which means that any appointment must be confirmed by Full Council.

3.0 Proposed Approach

- 3.1 It is proposed that the post would be recruited to and employed by Cambridgeshire.
- 3.2 The key areas of accountability that the post will hold are:
- Providing advice to Cabinet, Committees and Full Council and supporting meetings (CCC and PCC).
 - Legal Services for Peterborough and Cambridgeshire Councils – commissioning legal and democratic services for Cambridgeshire from LGSS Law Ltd.
 - Democratic and Constitutional Services (PCC).
 - Scrutiny services (PCC).
 - Members Services (PCC)
 - Civic Office and Mayoral Support (PCC).
 - School admission appeals, exclusion and transport appeals (CCC and PCC).
 - Data Protection and Freedom of Information provision (PCC).
- 3.3 Democratic Services for CCC will remain part of LGSS.
- 3.4 Creating this shared role will enhance the service provision for CCC. The postholder will be responsible for commissioning legal services from LGSS Law Ltd, and for overseeing delivery and quality of those services to CCC.

4.0 Financial Implications

- 4.1 The outline role in **Appendix 1** has been valued within the Council's grading system and the outcome is Director Grade C which is a salary band with a starting salary of £93,399. The on costs would be approximately 25% in addition to this.
- 4.2 The full job description is attached as Appendix 1 and the salary scale is set out below:

1	New in post with development needs	93,399
2	New in post	95,665
3	Full competence in role	97,933
4	Growth in role	100,200
5	Growth beyond role	102,468
6	Absolute ceiling	104,736

- 4.3 The grade for the post previously at PCC was £105,897 to £129,430, but this role incorporated other responsibilities that have since been redistributed. The most recent cost was £127,600 including on-costs.

The cost of purchasing Monitoring Officer support from LGSS Law for CCC has been £70,000 per annum.

- 4.4 If an appointment is made to this role at £95,665 plus on costs of 25% (£114,798), the proposed new role would deliver a saving of approximately £12.5k for CCC and £70k for PCC.

5.0 Timetable

- 5.1 It is recommended that, if agreed, the role is advertised externally and internally simultaneously. PCC will be considering this proposal at its Employment Committee on 19th September.
- 5.2 If both Committees agreed to proceed, an advert would go live last week of September with a view to a Committee interview process taking place in late October/early November.
- 5.3 The Constitution of CCC requires the appointment of the Monitoring Officer to be confirmed by full Council.

6.0 Appointments Process

- 6.1 The previously tried and tested approach to recruiting shared posts will be adopted.
- 6.2 Interviews will take place on the same day and will be before members of both the Staffing and Appeals Committee of Cambridgeshire County Council ('SAC') and of the Employment Committee of Peterborough City Council ('EC').
- 6.3 The normal requirements relating to quorum and political balance will apply to the SAC and the EC respectively.
- 6.4 Both the SAC and the EC will have an opportunity to ask questions and participate fully in the interview process.
- 6.5 At the conclusion of the interviews the SAC and the EC will jointly consider, in turn, the suitability of each candidate. The normal voting rules will apply to the SAC and the EC respectively.
- 6.6 Once the EC and SAC have both reached a decision as to suitability, the Chair of each Committee will confirm the decision of their respective Committees.
- 6.7 Where the EC and SAC are in agreement, the Committee of the employing Council will move to agree an appointment by majority vote. The committee of the other Council will move to endorse the agreement to enter into a shared arrangement in respect of that candidate.
- 6.8 If the EC and SAC reach conflicting decisions as to suitability, there will follow a period of collective deliberation amongst members of both the EC and SAC seeking advice and/or guidance from the shared Chief Executive.

- 6.9 If at the conclusion of the collective deliberations the EC and SAC are in agreement the same process of approval will be followed as set out above.
- 6.10 If the EC and SAC are unable to reach agreement, an appointment will not be approved or endorsed and consideration will be given as to next steps.

7.0 Conclusion

- 7.1 The proposal set out builds on the arrangements already in place between Cambridgeshire and Peterborough through the joint senior management arrangements.

Source Documents	Location
Constitution	https://www.cambridgeshire.gov.uk/council/council-structure/council-s-constitution/

Cambridgeshire County Council

Job Description

Job Title Service Director: Legal and Governance

Grade Director C

Overall purpose of the job

Working with the Chief Executive and senior leadership team, the role will:-

- Lead a high quality team delivering a broad range of governance to the Council, including legal services, governance advice and support to the Council's members. Provide direct management of the Legal Service at PCC and responsible for commissioning legal services for CCC from LGSS Law Ltd.
- Act as the Monitoring Officer for both Peterborough City Council and Cambridgeshire County Council.
- Be a fully participating member of the council's respective senior management teams (CMT Peterborough & SMT Cambridgeshire) driving strategy and performance and identifying, and championing the delivery of the council's vision and strategy with lead politicians, partners, community representatives, SMT/CMT colleagues, and all employees.
- Ensure that the Council's statutory requirements and democratic processes are delivered efficiently and effectively, and both Council's activities are conducted in a lawful and transparent manner.

Job Context

- The services all play a central role in contributing to the good governance of the Council. The post holder's responsibility as the Monitoring Officer enhances the role as the leader of the service areas, in that the post holder is personally responsible for ensuring that neither Peterborough City Council or Cambridgeshire County Council, nor its members or its officers operate in a way that is, or could be, illegal, or amount to maladministration.
- The post holder will need to operate in a political environment across two different organisations with four different political groups – being aware of and taking into account political considerations when giving advice, yet remaining politically neutral at all times.

Main accountabilities

1.	<ul style="list-style-type: none"> ● To fulfil all the statutory Monitoring Officer duties and responsibilities for both authorities particularly: <ul style="list-style-type: none"> ○ Maintain an up-to-date version of the Constitution and make sure it is widely available to Members, officers and the public; ○ Report to the Council (or the Executive in relation to an Executive function) if any proposal, decision or failure could give rise to unlawfulness or maladministration; ○ Promote and maintain high standards of conduct by providing support to the Audit Committee including reports and recommendations; ○ Make sure the Executive's decisions (together with the reasons for those decisions) reports, and background papers are made available to the public as soon as possible; ○ Confirm whether or not the Executive's decisions are in keeping with the Budget and Policy Framework; ○ Give Members advice on both authorities to take decisions and on maladministration, financial irregularities, guiding principles, and the Budget and major Policy Framework; ● To ensure the provision of high quality advice (legal & governance) to officers and members to enable them to achieve corporate priorities, and in particular support to Cabinet members and SMT/CMT colleagues in this context. ● To be both Council's lead legal adviser and ensure provision of timely and pragmatic legal advice which is solutions driven, and incorporates a thorough understanding and assessment of risk – particularly on a range of high profile, high risk, "cutting edge" projects. ● To personally advise Council and Cabinet meetings and other meetings as required. ● To organise, support and record Council, Cabinet and Committee meetings, and provide a range of support to councillors and to the Civic Office, to enable them to fulfil their duties and responsibilities, and contribute positively to both Councils and city's image and reputation. ● To ensure that all areas of the service meet the customers' needs and deliver services to the highest standards (where appropriate as assessed by external regulators, e.g. Lexcel accreditation) ● To implement performance management of the teams and secure continuous improvement and efficiencies within diminishing resources and changing demands. ● To translate both Council's strategic priorities into appropriate service plans for the department and oversee the execution, review and improvement of these plans. ● To undertake any other duties and responsibilities (including taking a lead responsibility for particular issues and projects) as may be required by the Chief Executive.
----	---

2.	<p>Leadership</p> <ul style="list-style-type: none"> ● Lead a joint Departmental Management Team, supporting it to effectively manage the resources of the team (within budget) and ensure delivery of corporate priorities and client requirements. ● Provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation. ● Lead on achieving the Council's vision to value diversity in our communities, promote an inclusive society and oppose all forms of intolerance and prejudicial discrimination, whether it is intentional, institutional or unintentional. ● Actively encourage innovation and creativity across the services managed, pushing boundaries to improve efficiency, provide value for money and achieve new ways of working. ●
3.	<p>Performance and Risk Management</p> <ul style="list-style-type: none"> ● Develop and implement performance and outcome management of the services managed and commissioned to achieve both Council's strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly increasing both Council's visibility as a strong strategic leader and catalyst for investment. ● Evaluate, review and report performance to members, stakeholders and auditors (internal and external). ● Ensure full compliance with the relevant legal, financial and procurement requirements and frameworks across the Council.
4.	<p>Financial Management</p> <p>To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.</p>
5.	<p>Areas of Responsibility</p> <ul style="list-style-type: none"> ● Providing advice to Cabinet, Committees and Full Council and supporting meetings. ● Strategic/Corporate Management Team member, actively contributing to the strategic development of both Councils as a whole. ● Lead internal legal adviser on a number of high profile, high risk projects. ● Legal Services for Peterborough and Cambridgeshire Councils – commissioning legal services for Cambridgeshire from LGSS Law Ltd. ● Democratic and Constitutional Services for Peterborough.

- Scrutiny services.
- Electoral Services.
- Members Services for Peterborough
- Civic Office and Mayoral Support.
- School admission appeals, exclusion and transport appeals.
- Local Land Charges.
- Data Protection and Freedom of Information provision.

As Monitoring Officer, the post holder is personally responsible and does not report to anyone in this capacity (the role being a statutory role under s5 of the Local Government & Housing Act 1989, and one of the three posts every council is legally required to appoint).

Political Restriction

- This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

Person Specification

Qualifications, knowledge, skills and experience

Minimum level of qualifications required for this job

Qualifications Required	Subject	Essential/ Desirable
<ul style="list-style-type: none"> • Qualified solicitor or barrister with full practising certificate and up to date CPD record, with a minimum of 5 years post qualification experience, or equivalent. 	Any discipline that is relevant to the role.	Essential
Higher degree and / or professional Qualification	Relevant to requirements of role.	Desirable
	Evidence of continued professional development	Essential

Minimum levels of knowledge, skills and experience required for this job:

Knowledge		<i>Essential/ Desirable</i>
Political and Environmental Awareness	A detailed understanding of the workings of local government, the challenges and opportunities currently facing it, and the needs of citizens.	Essential
Thorough knowledge and understanding of local government and of statutory, regulatory and ethical frameworks.		Essential
An understanding of the financial framework governing local authority activities.		Essential
An understanding of the contemporary public change agenda.		Essential
Skills		
Leadership	<p>Must be able to demonstrate a passion for making a difference, an appetite to address challenges and an ability to empower and motivate a dedicated and diverse leadership team and wider workforce.</p> <p>Excellent leadership skills, which encourage commitment from others and promote a positive, motivated organisational culture.</p>	Essential

Strategic Thinking	<p>Clarity of thought, the ability to think strategically and translate concepts and ideas into meaningful plans and actions.</p> <p>Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.</p> <p>High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.</p>	Essential
Judgement and Decision Making	Demonstrable evidence of policy judgement, political awareness and astuteness.	Essential
Communication	<p>Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.</p> <p>An ability to relate to and win the confidence, trust and respect of Members colleagues, partners and the wider community.</p>	Essential
Resilience	Strong self-belief, confident in explaining decisions whilst overcoming barriers to implementation.	Essential
Engaging Others	The ability to convey a shared sense of purpose and direction, enabling staff and others to engage with, understand and contribute to the successful delivery of the Council's objectives.	Essential
Negotiation	Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact	Essential
Finance	Strong financial and budgetary awareness with the ability to manage finance and wider resources within a	Essential

	strong performance management culture.	
Experience		
Leadership	<p>Evidence of high level of achievement as a senior manager in a complex legal service environment which incorporates decision making, strategic and business planning.</p> <p>Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a corporate level.</p>	Essential
Political	<p>Demonstrated ability to advise members on policy options, determine priorities and to communicate a clearly recommended way forward.</p> <p>Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding with the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members.</p>	Essential
Management	Experience of developing high performing specialist teams and recognising and developing talent	Essential
Partnership Working	Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.	Essential
Delivering Outcomes	Proven ability of successful engagement with senior stakeholders to achieve desired outcomes. Able to demonstrate awareness of business and organisational sensitivities and	Essential

	reflect this in approaches to resolving issues and problem solving.	
Financial Skills	Significant experience of the preparation, management and control of budgets for a large, complex organisation, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation.	Essential
Diversity	Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.	Essential
Performance management & Service Improvement	<p>Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.</p> <p>Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.</p>	Essential

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.**

<i>Officer contact:</i>		<i>Member contact</i>	
Name:	Martin Cox	Name:	Councillor Joshua Schumann
Post:	HR Director	Portfolio:	Chairman of the Staffing and Appeals Committee
e-mail:	mcox@northamptonshire.gov.uk	e-mail:	Joshua.Schumann@cambridgeshire.gov.uk
Tel:	07921 092743	Tel:	01223 706398

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.

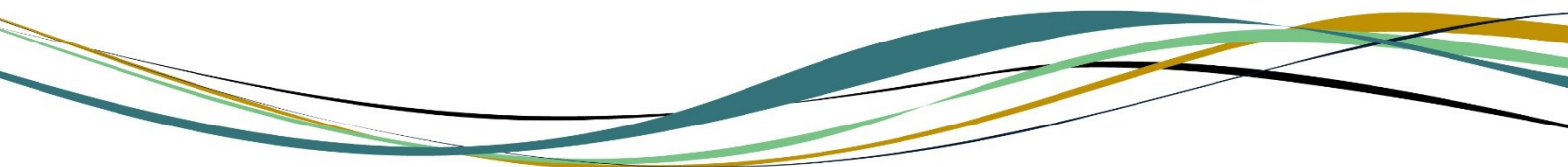
5.0 CONCLUSIONS

- 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

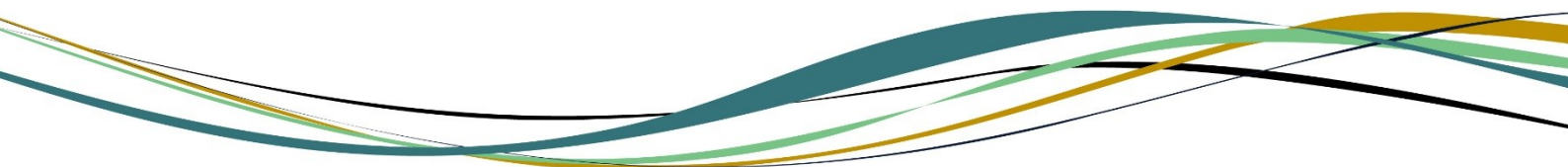
Gender Pay Gap Report
for
Cambridgeshire County Council

August 2018



Contents

1. Summary	3
2. How the gender pay gap averages are calculated	3
3. Cambridgeshire County Council Gender Pay Gap.....	4
4. Gender Pay Gap by grade	5
5. Performance Appraisals	6
6. Recruitment and retention	7
7. Apprenticeships	7
8. Workforce	8
9. Interviews with female senior leaders.....	11
10. Benchmarking	11
11. Conclusion.....	12
12. Gender Pay Gap Action Plan	13



1. Summary

A Gender Pay Gap Report was published in March 2018 outlining the differences in average hourly earnings between Cambridgeshire County Councils' female and male employees. All public sector organisations must publish their gender pay gap data as set out in The Equality Act 2010.

All employers must publish the following,

- Mean gender pay gap
- Median gender pay gap
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of males and females receiving a bonus payment
- Proportion of males and females in each pay quartile

The report was based on data extracted at a point in time, 31st March 2017.

Full Council asked for a review of our gender pay gap, and this report summarises the approach taken to this review, the findings and the future action proposed to address the gap.

A full review and audit into our gender pay gap has taken place. This included analysis of quantitative data including starters and leavers, workforce and recent staff survey results. In addition, we identified a number of female senior leaders from across the Council and interviewed them to ascertain their experiences of working their way to a senior position.

Cambridgeshire County Council has historically been made up of a female dominated workforce. Our 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 equal pay for male and female employees carrying out the same work.

2. How the gender pay gap averages are calculated

Mean: Average set of numbers, add up all of the values in a data set then divide by the number of values.

Median: Line up all of the values in a dataset for males and females in order from highest to lowest value. The median is the value in the middle of the dataset (midpoint of the range for males and females).

Pay quartiles: Rank the values from highest to lowest and evenly distribute employees in to all 4 quartiles

Lower quartile: lowest 25% of numbers

Lower middle quartile: second lowest 25% of numbers

Upper middle quartile: second highest 25% of numbers

Upper quartile: highest 25% of numbers

3. Cambridgeshire County Council Gender Pay Gap

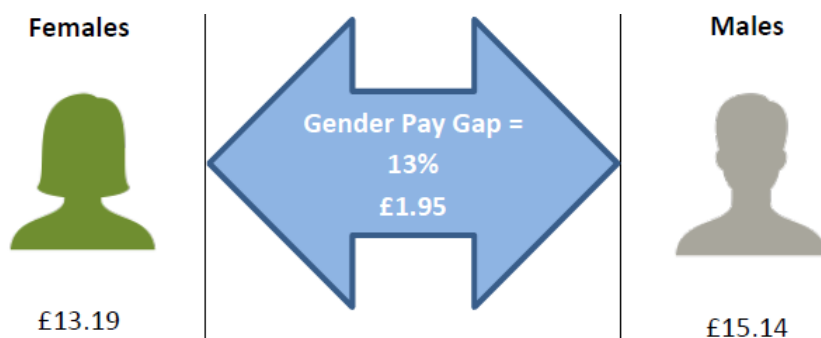
As at 31st March 2017, CCC employed 5,251 people, of which 80% (4,184) were female which is consistent with the council's gender split over previous years.

Mean average

The gender pay gap report identified the mean average pay gap was 13%, that means that when the total female hourly earnings are divided by the number of female employees, compared with their male counterparts, women are earning an average of £1.95 less than male employees.

CCC's mean average is lower than the national public sector average of 17.7% as reported by the Office for National Statistics (ONS) Annual Survey of Hours and Earnings 2017.

Figure 1: Mean Gender Pay Gap



Median average

The council median pay gap is 18%. When all of the hourly rates of pay for male and female employees are put in order of highest to lowest, women are on average earning £2.56 less than male co-workers.

The ONS report that the median average is 19.4% therefore CCC's pay gap is lower than the average for the public sector.

Figure 2: Median Gender Pay Gap



Pay Quartiles

Representation of females across three of the four pay quartiles is fairly evenly split and representative of the workforce split of 80% female to 20% male employees. However there is a lower proportion of women within the upper quartile (70.23%). This tells us that we need to target developing our female employees to progress into the more senior roles within the council.

4. Gender Pay Gap by grade

Below is a table depicting the average mean gender pay gap by grade whereby female employees earn a higher average mean hourly rate than their male co-workers.

Table 1: Mean Pay Gap in favour of female employees

Grouped Scale	Mean Pay Gap %	Mean Difference £	Female Number of employees	Male Number of employees	% Female employees	% Male Employees
Scale 2	-13%	£1.07	82	13	86%	14%
JNC (NEW).Comm/Yth Prof	-9%	£1.59	12	2	86%	14%
Ed Psychs.Scale A	-9%	£2.11	15	2	88%	12%
Ed Psychs.Scale B	-5%	£1.49	2	1	67%	33%
JNC (NEW).Com Pro YDC Expert	-4%	£0.67	3	1	75%	25%
Teachers.Upper	-3%	£0.81	81	5	94%	6%
scale 6	-3%	£0.35	438	87	83%	17%
Teachers.Qualified	-2%	£0.41	10	2	83%	17%
scale S02	-1%	£0.21	280	110	72%	28%
P and M.Band P5	-1%	£0.34	18	15	55%	45%
scale 1	-1%	£0.07	795	121	87%	13%

The proportion of female to male employees in each grade is largely consistent with the workforce ratio of 80:20 with the exception of '**P and M.Band P5**' grade where there is a more even split of employees by gender.

On average, female employees in the '**Scale 2**' grade are paid **£1.07** more per hour than their male co-workers.

The table below highlights the grades where men earn on average a greater hourly rate than females.

Table 2: Mean Pay Gap in favour of male employees

Grouped Scale	Mean Pay Gap %	Mean Difference £	Female Number of employees	Male Number of employees	% Female employees	% Male Employees
CLT.Director D	6%	£2.91	2	1	67%	33%
Scale S01	3%	£0.46	269	72	79%	21%
CLT.Director C	3%	£1.74	6	3	67%	33%
JNC (NEW).Com Sup LYW Unqual	3%	£0.30	2	2	50%	50%
JNC (NEW).Com Sup YW Qual	3%	£0.24	2	1	67%	33%
P and M.Band P2	2%	£0.30	176	88	67%	33%
P and M.Band P4	1%	£0.28	80	40	67%	33%
JNC (NEW).Com Sup YPW Ent/Skil	1%	£0.15	23	9	72%	28%
P and M.Band P1	1%	£0.15	355	138	72%	28%
scale 3	1%	£0.07	315	51	86%	14%

Largest gap by grade is **CLT.Director D**, there is a 6% mean pay gap which means that on average male hourly earnings are **£2.91** more than female employees.

9 of the 10 grades outlined above are predominantly occupied by women (at least two thirds or greater) however on average, male workers are earning slightly more per hour than female colleagues on the same grade.

The pay gap across CLT grades is **10%**; on average female employees are being paid £5.12 less per hour than male employees, however 3 in 5 employees on CLT grades (B, C, D) are female.

Table 3: Mean Pay Gap by grouped grades

Grouped Grade	Mean Pay Gap %	Mean Difference £	Female Mean	Male Mean	% Female	% Male
CLT	10%	£5.12	£48.69	£53.81	62%	38%
Ed Psychs	7%	£1.81	£23.22	£25.03	88%	12%
P & M 1-6	3%	£0.59	£20.30	£20.89	68%	32%
Scale 1-S02	5%	£0.59	£10.43	£11.02	82%	18%
Other	-11%	-£1.70	£17.76	£16.07	89%	11%

'Other' includes APTC Teaching Assistant, ASYE, JNC and Teaching graded posts.

5. Performance Appraisals

Eligibility for incremental pay progression is dependent on employees receiving a rating of 'Highly Effective' or 'Exceptional' in their performance review. If the employee receives one of the top two performance ratings, they will move up to the next Spinal Column Point. Employees at the top of their grade and those who are casual workers will not be eligible for an increment, with the exception of P&M graded employees who receive a non-consolidated increment payment upon a rating of 'exceptional'. Employees with less than 6 months service are not eligible for assessment.

There is no gender imbalance within the performance appraisal process.

1 in 4 employees were rated as either '**Highly Effective**' or '**Exceptional**' in their 2017/18 performance appraisal.



Of the cohort (1,349 employees) who received a rating of 'Highly Effective' or 'Exceptional', 3 in 4 employees were females (1,032 people) which is broadly representative of the female to male workforce ratio (80:20). Of the employees eligible for an increment based on their PADP rating, 3 in 4 were females (631 people, 76%) which reflects the proportion who scored in the top two ratings and is representative of the female to male workforce ratio. This suggests that the proportion of female and male employees at the top of their grade is representative of the workforce.



1 in 6 people across the whole workforce (834, 16%) were eligible for an increment based on their appraisal rating in 2017/18

It is to be noted that 1 in 4 employees were not eligible for a performance appraisal during 2017/18. This is due to employees not being in post for over six months, being on maternity leave, relief contract or on non Local Government terms and conditions (i.e. Teachers and Assessed and Supported Year in Employment for newly qualified Social Workers) and out of scope of the PADP.

It is also to be noted that 1 in 10 records (518 of 5374) do not contain the employee information outlined above, this is due to starters and leavers between the periods when the data was extracted.

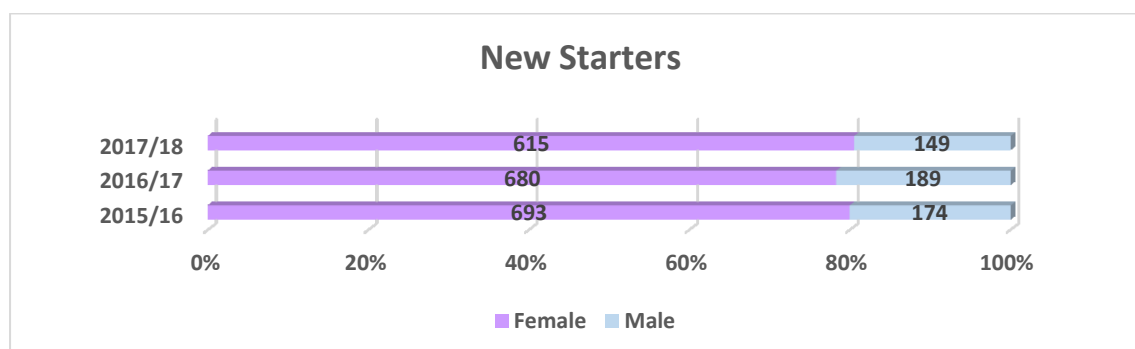
6. Recruitment and Retention

We have flexible and family friendly policies in place to embed a healthy work life balance for our employees.

Our recruitment and selection policy and process is fair and equitable. The candidate's equal opportunities data is not visible to the recruiting manager and during the selection process the recruiting manager can only see the candidate's surname and first initial. This ensures anonymity in the shortlisting process and removes any gender bias that may potentially occur.

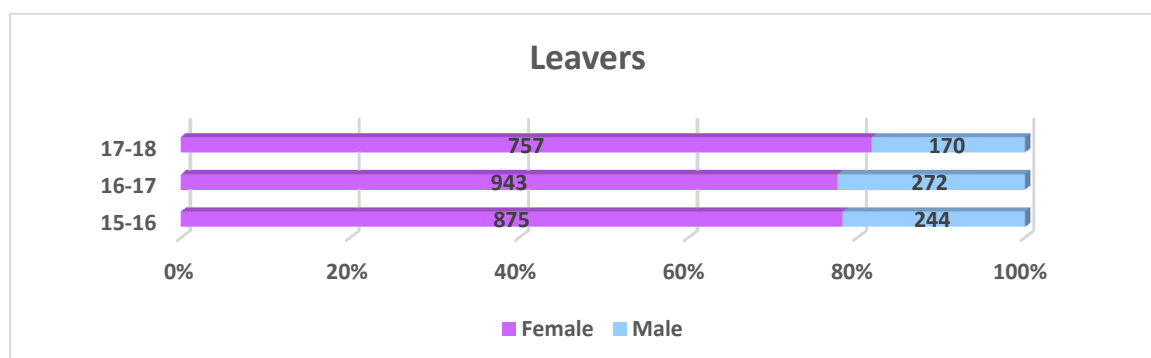
We have a consistent proportion of new starters by gender; 4 in 5 new starters have been female for each of the last three financial years.

Table 4: New Starters



Almost 2 in 5 of the new starters have since left CCC, three quarters of which were voluntary resignations. 4 in 5 of new starters between financial years March 15 - April 18 who have since left are women, similarly, 4 in 5 employees who are still in employment that started between the financial years 15-18, are also women.

Table 5: Leavers



7. Apprenticeships



From September 2017, 54 apprenticeships have commenced, 9 in 10 of which have been started by women. This is a very positive move towards encouraging personal and professional development within our female workforce.

Almost half of the 54 apprenticeships (46%) are the Food Production and Cooking programme Level 2, followed by 1 in 5 apprentices undertaking the Lead Adult Care Worker Level 3 programme. Four females (no males) have enrolled in the Chartered Manager Degree Level 6 and 1 female (no males) have enrolled in the Junior Management Consultant Level 4 qualification. Whilst 1 in 10 females undertaking an apprenticeship have opted for qualifications in a professional management programme, the majority are within care roles which are predominantly lower paid roles. Of the 54 apprentices, 3 in 5 of the employees are paid £15,000-£19,999 (please note, we do not hold salary data on the 7 apprentices which are based in schools). 6 of the 54 apprentices have left the apprenticeship programme.

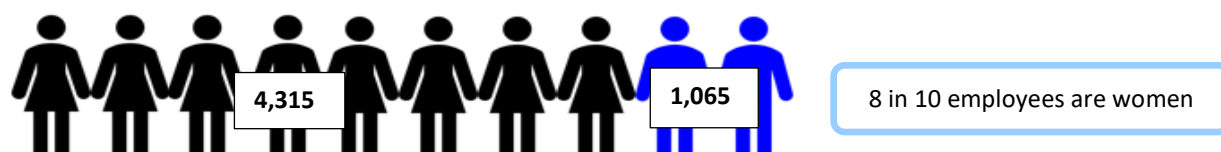
It is worth noting the duration of completing an apprenticeship programme. The current cohort will take between 11 and 47 months to complete their programmes. The Chartered Manager Degree Level 6 is typically taking 35-47 months.

Over two thirds of our female apprentices are aged between 35-49; as CCC's average age is around 45 years of age, it is not unusual that a higher proportion of apprentices would fall in to these age ranges.

To further improve of the take up of apprenticeships by female employees, we need to focus on actions to improve take up of apprenticeships in the traditionally more male dominated job roles.

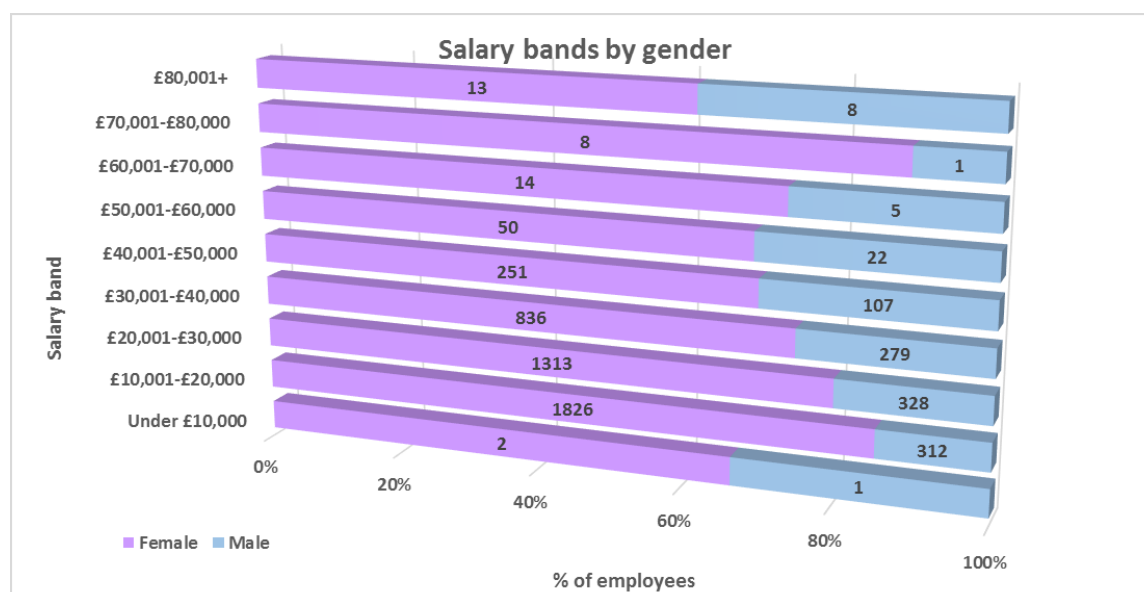
8. Workforce

Data is taken from Oracle ERP as at 31st March 2018.

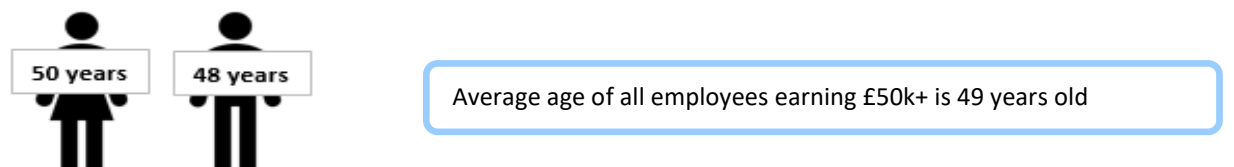
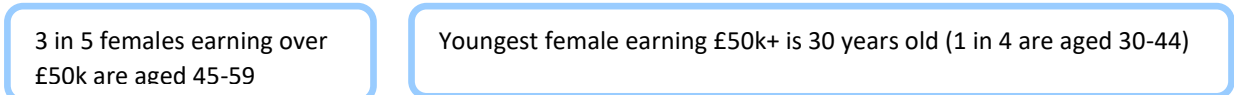
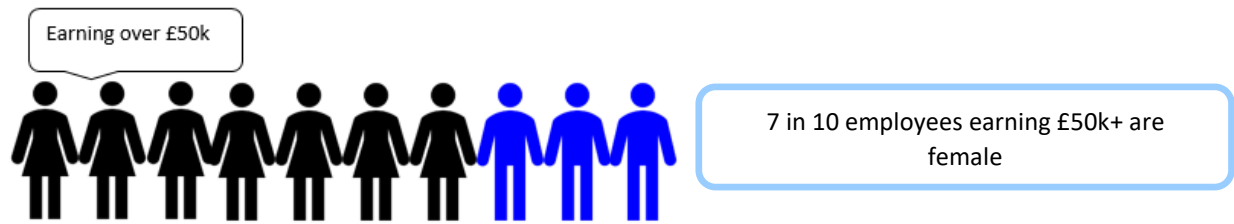


Proportion of females across salary bands is broadly representative of workforce split (80% female, 20% male) however there is a shift within the £40-70k bands and particularly in the £80k plus salary band.

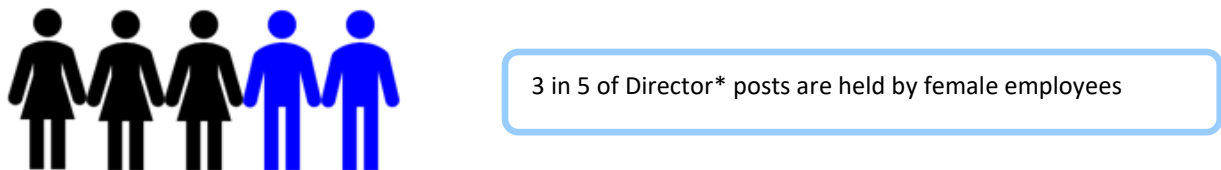
Table 6: Salary bands by gender



There is a downward proportional shift in the female representation within the £40-£60k salary bands. The grades within these salary ranges include Ed Psychs Scale A and B, NHS TUPE band 7, 8A and 8B, P and M Band 2-5 and Teachers Leadership.



2 in 5 of the females earning £50k+ have 11 or more years service, 1 in 7 have 2 years or less length of service, average length of service is 10 years



**this refers to occupied posts with 'director' in title and will not include vacant positions*

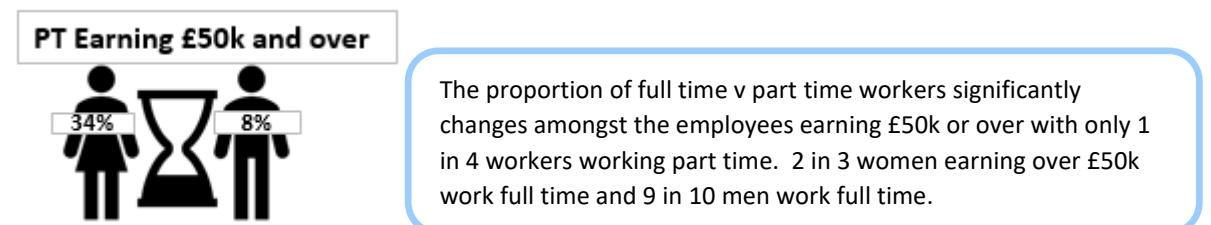
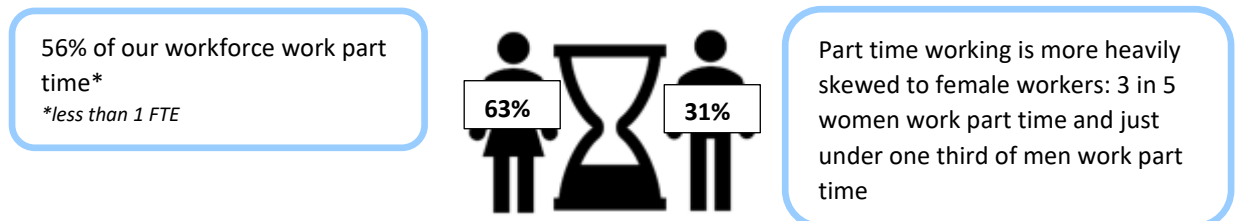
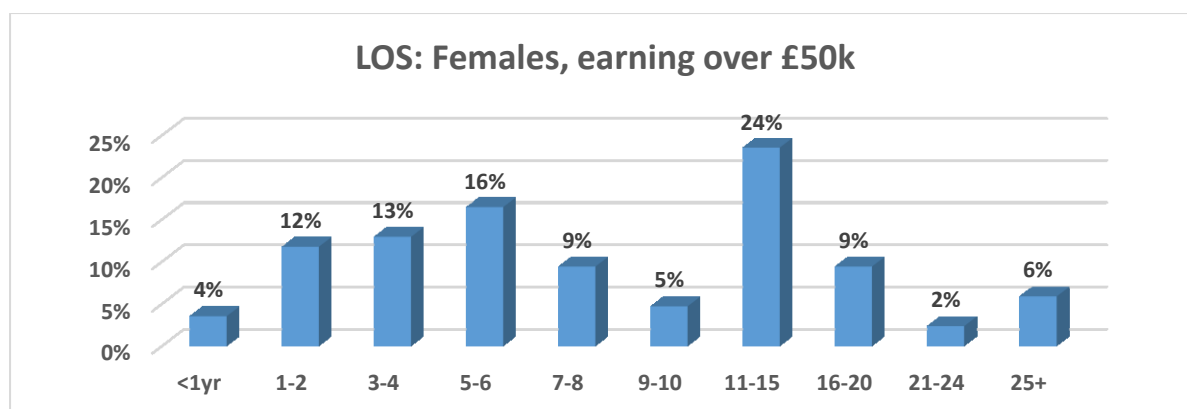
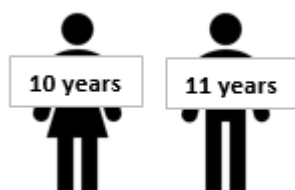


Table 7: Length of service of female employees earning £50k and over



2 in 5 females earning over £50k have 11 years+ service

3 in 4 females earning £50k+ and with over 11 years service are aged 45-59

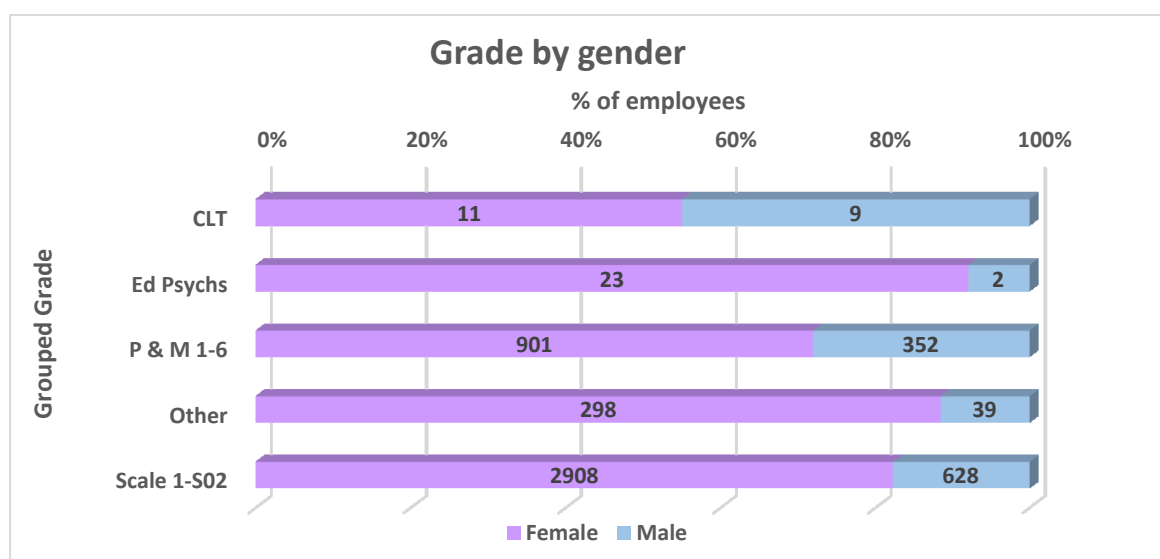


Average length of service for all employees earning £50k+ is 10 years

Below is a graph highlighting the gender representation across grades. The grades have been grouped into bands. Female representation is broadly comparable with the 80:20 split across the workforce for Scale 1-6, ED Psych and Other graded posts ('Other' refers to JNC and Teaching grades).

Almost 3 in 4 females are in positions graded P & M which is slightly lower than the workforce gender ratio. Again, just over half of the CLT posts are occupied by females, this could be an area identified for improvement.

Table 8: Grade by gender



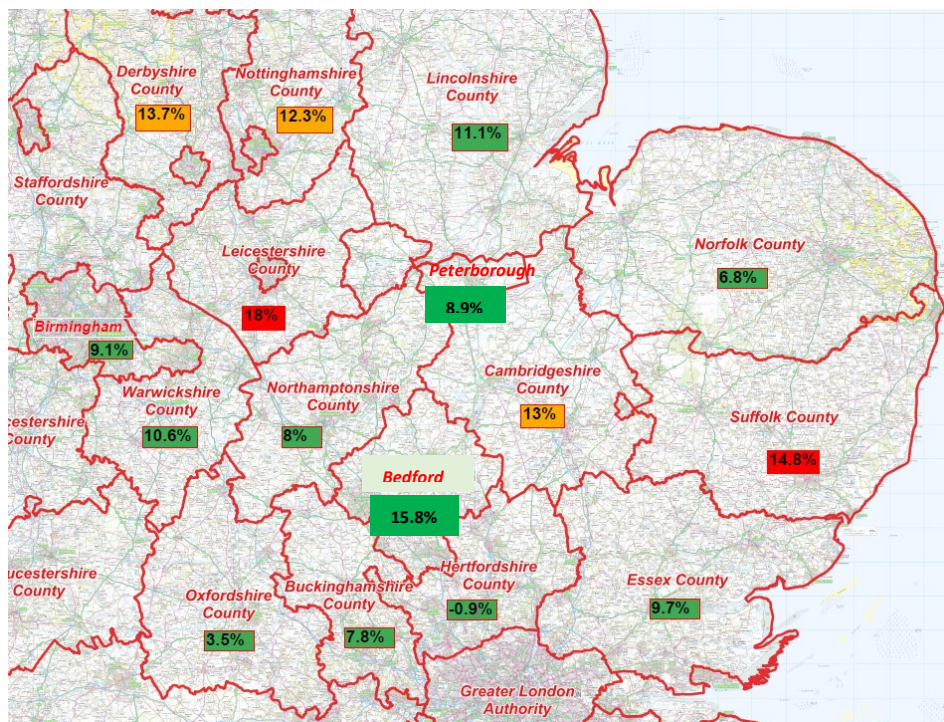
[illegible]

- Support and networks: some of the female employees spoken with had a support network of managers and colleagues who had, in the past, recognised their talent and encouraged them to apply for posts and development opportunities which enabled them to progress.
- Empowerment: it seems as though females are more likely to need to be encouraged to recognise their worth and value and empowered to apply for development opportunities. Some mentioned the value of having a coach for development and support purposes.
- Flexibility: It was mentioned a number of times that flexible working practices were useful and supported by policy, but managers need to be trained to promote and fairly apply flexible working practices.
- No evidence was given to suggest that bias to being female or male has happened within CCC, and overall, employee views of gender pay and equality at CCC was very positive.
- Many of the females interviewed had moved away from their 'chosen' or professional career to take on additional and broader responsibilities, implying that better job mobility across the Council would be of benefit.

The national public sector mean average is 17.7%; Cambridgeshire County Council is lower than the national average and slightly higher than neighboring councils with the exception of Leicestershire County Council and Suffolk County Council at 18% and 14.8% respectively.

Hertfordshire County Council is the only local authority within the region where the gender pay is in favour of female employees; the female mean hourly rate is 0.9% higher than men's therefore when comparing mean hourly rates, women earn £1.01 for every £1 that men earn.

Figure 3: Mean Gender Pay Gap Comparisons



11. Conclusion

From the analysis and research undertaken as a result of this review, it suggests that Cambridgeshire County Council does not have a specific issue with gender pay. The data outlines that there are no particular salary grades or professions which have a disproportionately high gender pay gap. Our current HR policies and practices do not seem to create any gender pay gap bias and our managers are appropriately complying with these policies.

Our research has reinforced our thoughts that we have a fair and equitable pay structure, and that it is possible to have equal pay across the organisation but still have a gender pay gap. There is no quick win or simple solution to reduce a gender pay gap in the workforce. The only way to reduce our gender pay gap is to take a long term view of resourcing, developing and engaging our workforce.

Although starting as a review of gender pay, the outcomes of this work have led to wider gender diversity considerations within the workforce where there are areas for improvement and these are reflected in the action plan.

12. Gender Pay Gap Action Plan

The action plan has themes, actions and measures of success.

Theme:	Action and who is responsible	Measure
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.
	<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.
	<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.
	<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 	Learning and development programme established and implemented and the monitoring of attendance and impact of these initiatives.

	<p>confident in recognising their value and skilled in negotiating their development opportunities and package.</p> <p>Who: Learning and Development/ HR Policy, Strategy and Workforce team</p>	
<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>	<p>Communication and engagement plan agreed and implemented.</p> <p>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>
	<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>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>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>	<p>Output of recruitment process review which is now underway.</p>
	<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>	<p>E-recruitment data will illustrate number of females who have applied, been shortlisted and appointed to advertised posts.</p>

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 	Agreed definition developed and published through the Cambs2020 project
	Who: HR Policy, Strategy and Workforce team <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. 	Attendance of training. Increase in flexible working practices
	Who: Learning and Development <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. 	Agree and publish policy to encourage managers to review working practices across team
	Who: HR Policy, Strategy and Workforce team	

