

Gender Pay Gap Report
for
Cambridgeshire County Council

August 2018

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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

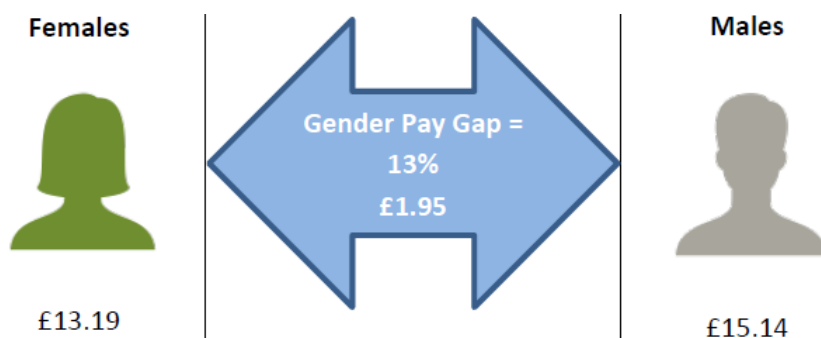
As at 31st March 2017, CCC employed 5,251 people, of which 80% (4,184) were female which is consistent with the council's gender split over previous years.

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.

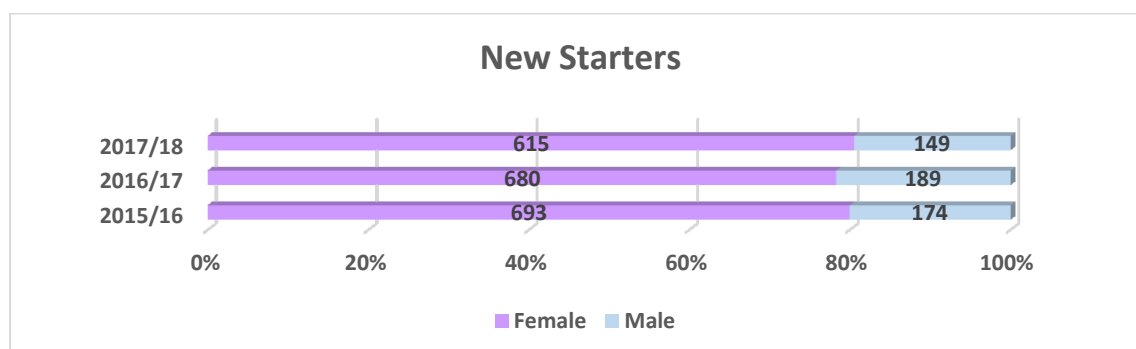
6. Recruitment and Retention

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.

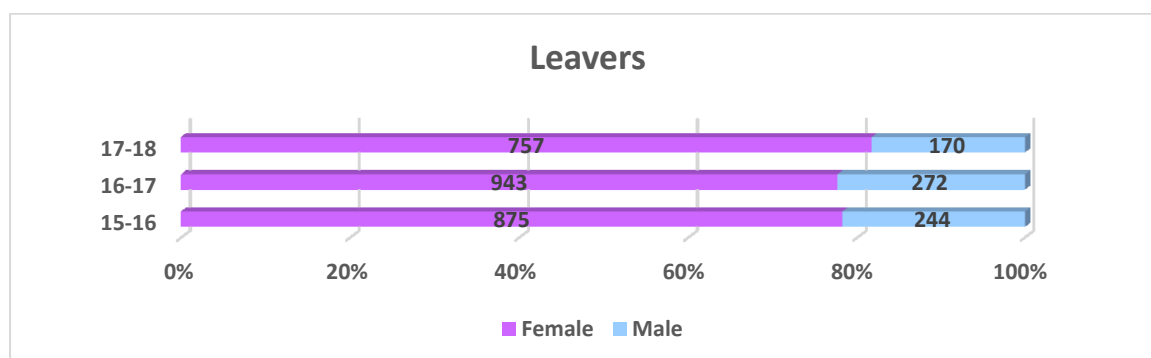
We have a consistent proportion of new starters by gender; 4 in 5 new starters have been female for each of the last three financial years.

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.

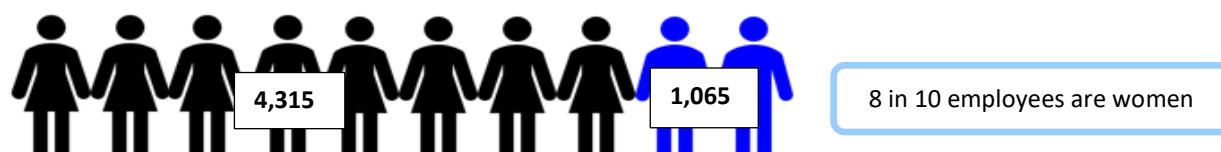
It is worth noting the duration of completing an apprenticeship programme. The current cohort will take between 11 and 47 months to complete their programmes. The Chartered Manager Degree Level 6 is typically taking 35-47 months.

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.

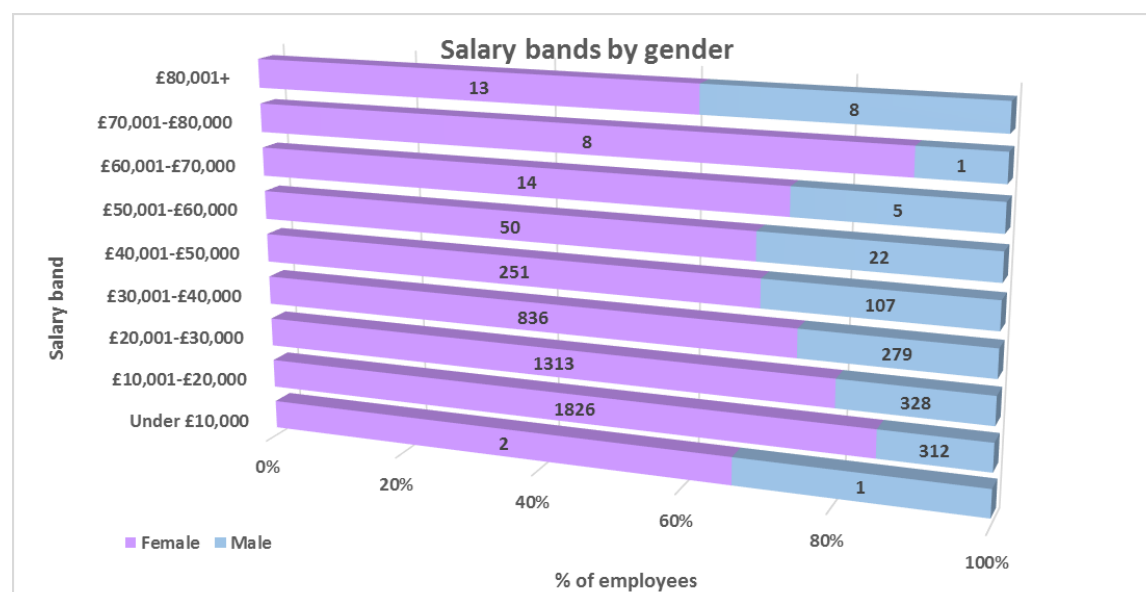
8. Workforce

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

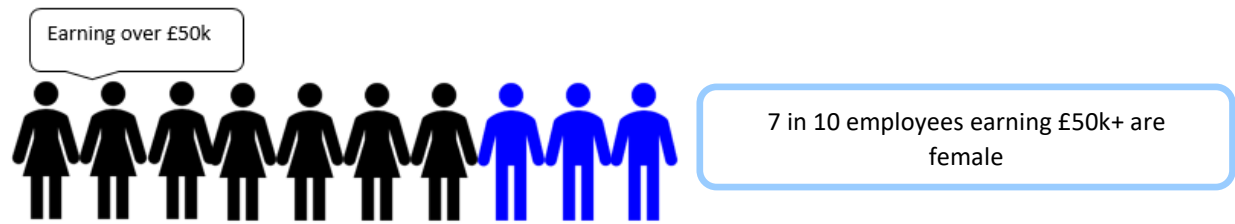


Proportion of females across salary bands is broadly representative of workforce split (80% female, 20% male) however there is a shift within the £40-70k bands and particularly in the £80k plus salary band.

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.



3 in 5 females earning over £50k are aged 45-59

Youngest female earning £50k+ is 30 years old (1 in 4 are aged 30-44)



Average age of all employees earning £50k+ is 49 years old

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



3 in 5 of Director* posts are held by female employees

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

56% of our workforce work part time*
*less than 1 FTE



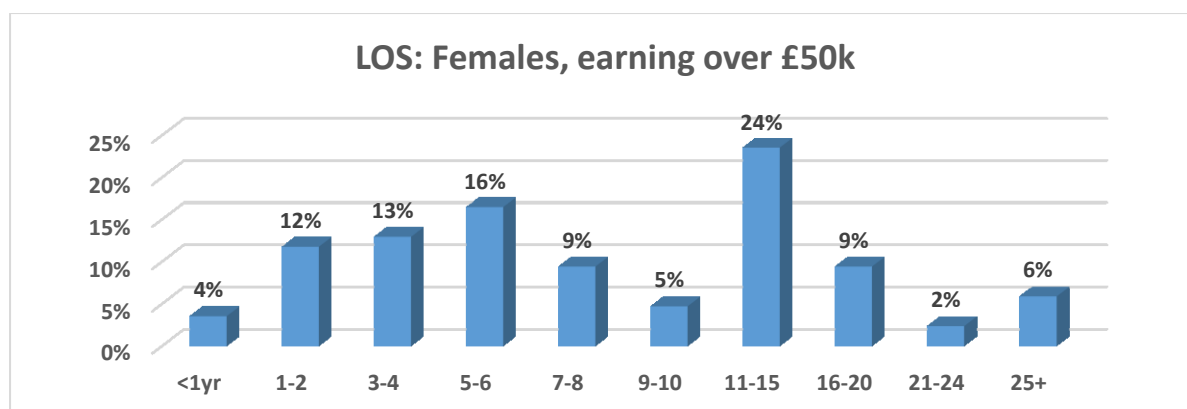
Part time working is more heavily skewed to female workers: 3 in 5 women work part time and just under one third of men work part time

PT Earning £50k and over



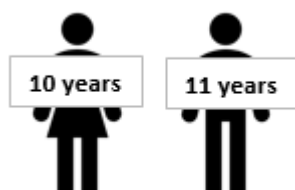
The proportion of full time v part time workers significantly changes amongst the employees earning £50k or over with only 1 in 4 workers working part time. 2 in 3 women earning over £50k work full time and 9 in 10 men work full time.

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

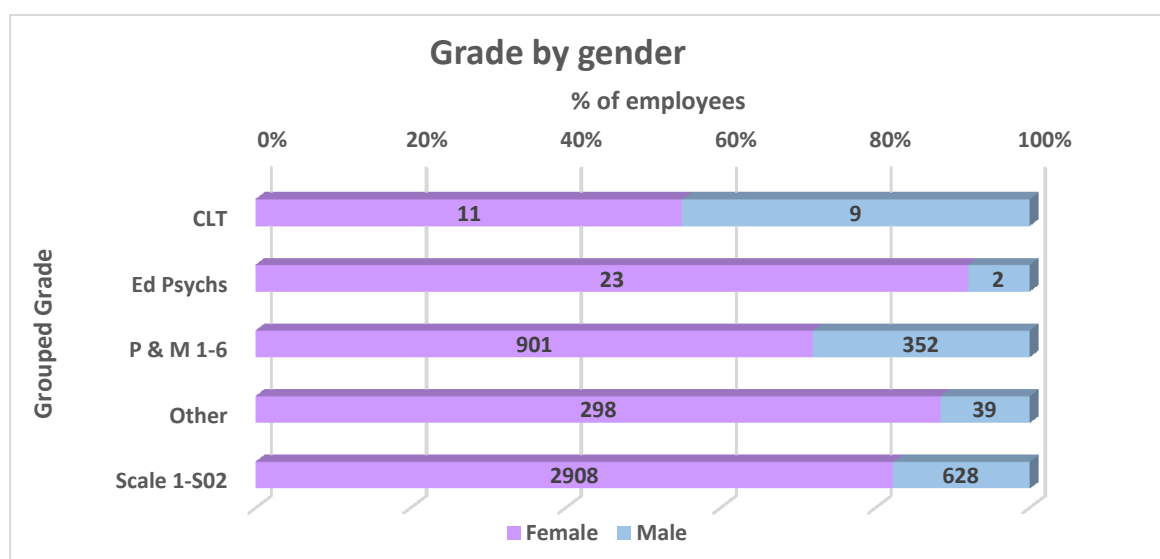


Average length of service for all employees earning £50k+ is 10 years

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



CCC's Catering and Cleaning Services will be transferring out of the council during 2018; of the 753 CCS employees, 9 in 10 are female. This is likely to have an impact on the gender pay gap and indicative analysis removing CCS lowers the councils mean average pay gap to 9% and the average hourly pay difference from £1.97 to £1.40. Please note workforce changes in year may result in a different pay gap figure at the next period of analysis.

9. Interviews with Female Senior Leaders



The quantitative data we have collected enables us to analyse and benchmark against other local authorities. However, we wanted to speak with some of our own employees to gain their thoughts and find out about their experiences. We identified a number of senior female colleagues across the council and met with them to discuss their experiences of progressing their career within the council. During the interviews, it was apparent there were consistent themes which are summarised below:

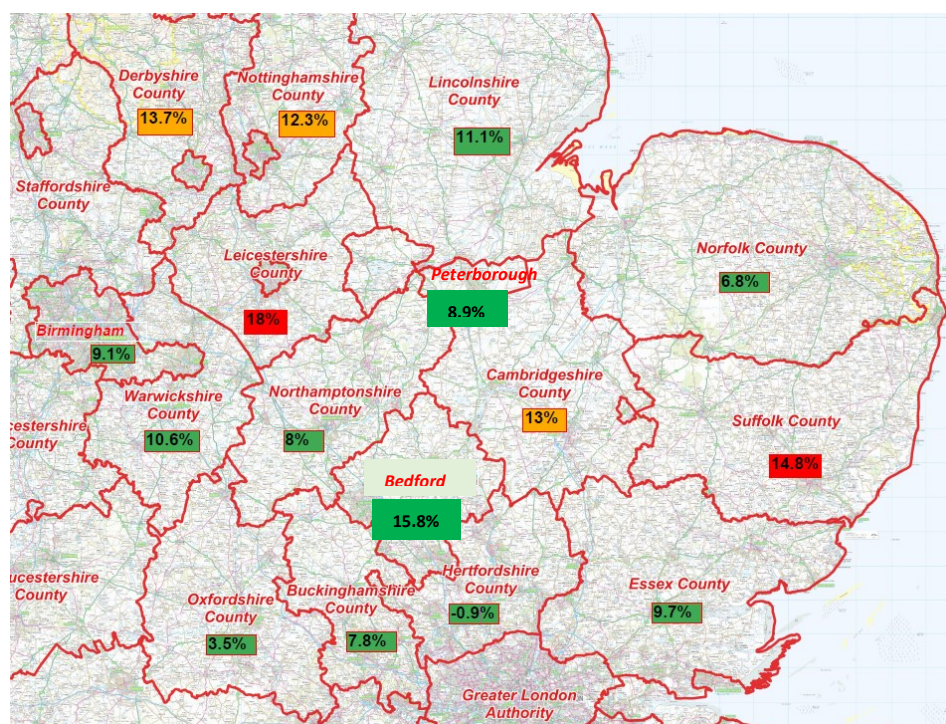
- Support and networks: some of the female employees spoken with had a support network of managers and colleagues who had, in the past, recognised their talent and encouraged them to apply for posts and development opportunities which enabled them to progress.
- Empowerment: it seems as though females 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.

10. Benchmarking

The national public sector mean average is 17.7%; Cambridgeshire County Council is lower than the national average and slightly higher than neighbouring 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	