

## Cambridgeshire County Council Pay Gap Analysis

### 1. Summary

Gender Pay Gap reporting is a statutory requirement set out in The Equality Act 2010 (Gender Pay Gap Information Regulations 2017). The report providing the 2022 figures to meet the statutory requirements was published in March 2023, following consideration by Staffing & Appeals Committee and Full Council in February and March of this year.

This report provides a follow up detailed analysis into our pay gap and actions taken, as well as planned or ongoing actions to address the gap. The data that is published is based on data extracted as of 31<sup>st</sup> March 2022 (the year prior to publication), therefore this report covers data extracted for the financial year ending 2022.

### Background

The gender pay gap shows the difference in average hourly earnings between men and women. Employers with 250 or more employees on the 5th of April of a given year must publish the following figures:

- 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

A pay gap can either be presented as positive, equal or negative and it is not related to 'Equal Pay'. A positive pay gap means that females on average earn less than males. A pay gap of zero means the average pay of male and female is the same. A negative pay gap means that the average pay of female employees is higher than that for males. An organisation can have equal pay and still have a pay gap, and likewise a low pay gap does not always mean that an organisation has equality of pay.

The gender pay gap is a complex issue for all employers to grapple with. It is affected by many variables such as, but not limited to, social pressures, bias and career choice. Social pressures and expectations heavily influence and shape the types of career paths and occupations that men and women pursue, therefore affecting their earning abilities. For instance, women are more likely to take career breaks, work reduced hours and take pay reductions due to caring responsibilities. In addition, within some careers, on average women are still paid less than men indicating that they are either being paid less for doing broadly the same work or they have lower-level jobs in the same industry.

As a council:

- We have fair and equitable pay policy in place and promote flexible working practices.
- All of our jobs are evaluated using the Hay methodology to ensure we have equal pay for male and female employees carrying out the same work.

The best way to reduce a pay gap is to take a long-term view of resourcing, developing, and engaging our workforce. This paper details our gender pay gap figures (Section 3) and actions that we have taken and will take to reduce our gender pay gap (Section 7). These actions will form part of the developing People Strategy action plan or the EDI strategy action plan, to consolidate workforce-related actions.

## 2. How the Pay Gap averages are calculated

The gender pay gap is a measure of the difference between the average pay men receive and the average pay women receive. As mentioned above this is not related to 'equal pay.' Cambridgeshire County Council does have a positive pay gap, meaning that on average females are earning less than males. The aim is to reduce our pay gap as much as reasonably possible year on year.

An organisation can have equal pay and still have a pay gap, and likewise a low pay gap does not always mean that an organisation has equality of pay.

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

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

**Quartiles:** Pay quartiles rank from highest to lowest and evenly distribute the employees into all four quartiles.

- Lowest 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

**Equal Pay:** Equal pay law classes as the same, equivalent or of equal value. This means someone must not get less pay compared to someone who is both the opposite sex, and doing equal work for the same employer.

## 3. Our Gender Pay Gap data 2022

As of 31<sup>st</sup> March 2022 (snapshot date), our headcount was 4643. The number of positions filled at CCC is higher due to some employees holding more than one position, a total of 4732 positions.

For this data, 3965 employees were considered 'full time relevant employees' under the government gender pay gap reporting guidelines. Out of the 3965 employees 834 are male and 3131 are female are meaning 79% of our workforce is female. Our mean pay gap reported

for the year is 8.8% and the median 8.2%. Figures 1, 2 and 3 show our mean, median and quartile pay gap data.

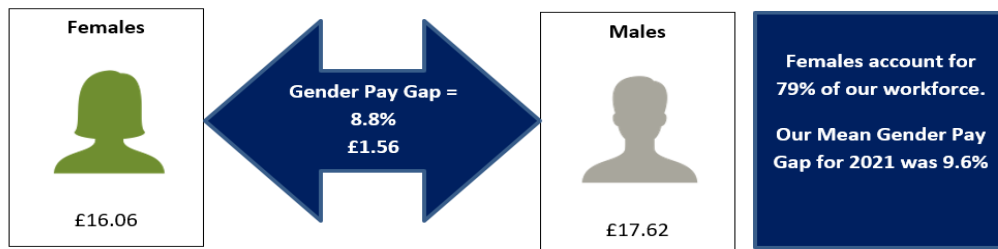


Figure 1 – Mean Gender Pay Gap in Hourly Pay 2022

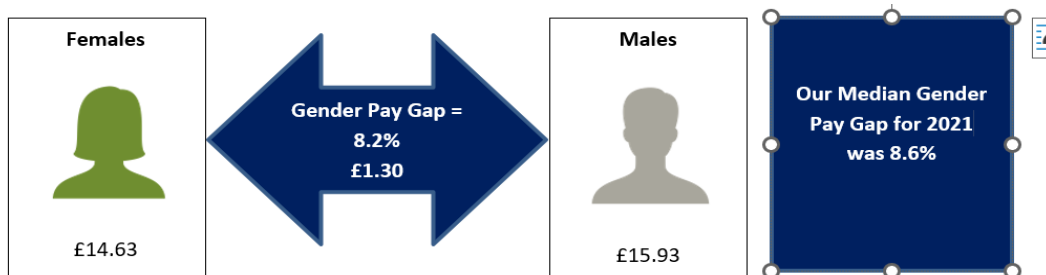


Figure 2- Median Gender Pay Gap 2022

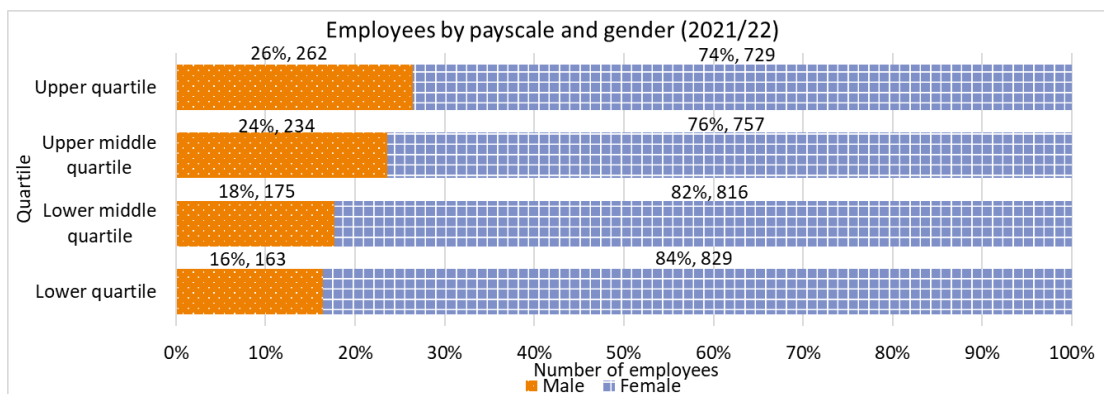


Figure 3- Proportion of males and females in each pay quartile 2022

Figure 3 outlines the gender split by pay quartile and illustrates the quartile split by percentage and employee numbers. 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.

Whilst women make up 79% of the workforce, they occupy 74% of the highest paid jobs and 84% of the lowest paid jobs. 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.

### Year on year comparison 2017-2022

Figure 4 shows our mean and median gender pay gaps between 2017 and 2022. Our mean gender pay gap has decreased to 8.8% (9.6% in 2021) and the median gender pay gap has decreased to 8.2% (8.6% in 2021). In financial terms this is an average difference between men and women of £1.56 per hour, compared with £1.60 last year.

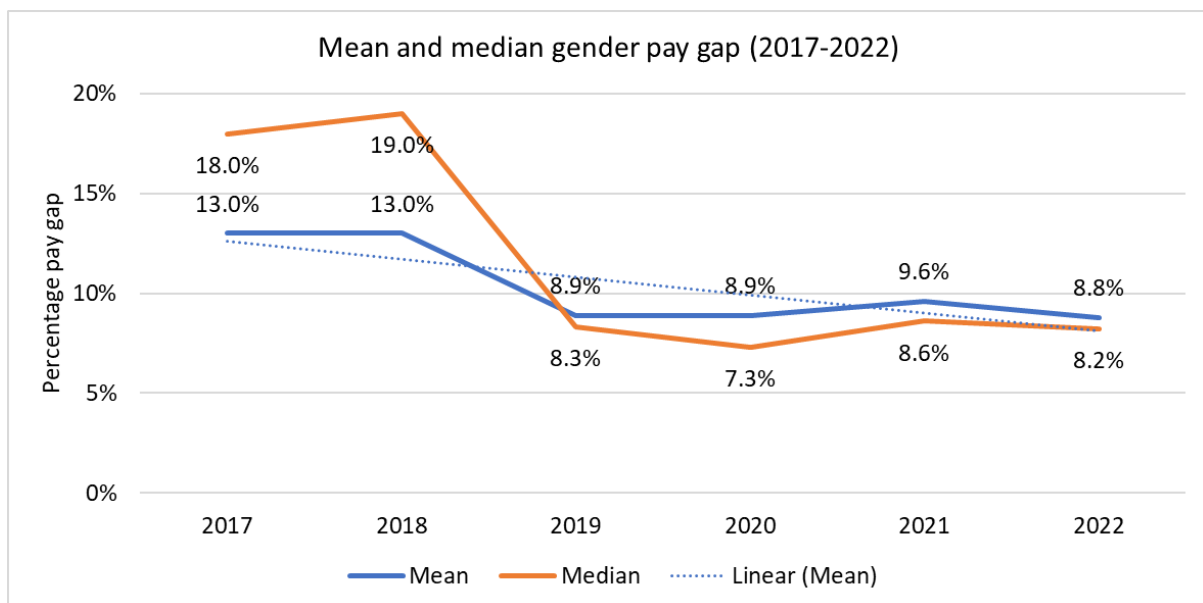


Figure 4- Mean and Median Gender pay gap by year

### 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.

## 4. The National Picture – how do we compare?

Table 1 shows the mean figures for the neighbouring county councils for the year 2022 and Table 2 shows the median figures as published in March this year.

Council	Mean (%) lowest to highest
Lincolnshire County Council	5
Staffordshire County Council	6.4
Buckinghamshire County Council	7
<b>Cambridgeshire County Council</b>	<b>8.8</b>
Essex County Council	9
Norfolk County Council	9.03
Derbyshire County Council	11.7
Suffolk County Council	12.2
<b>Average of all</b>	<b>8.64</b>

**Table 1- 2022 Mean GPG figures for other local authorities**

Council	Median (%) lowest to highest
Buckinghamshire County Council	1.6
Lincolnshire County Council	2.6
Staffordshire shire County Council	4.8
<b>Cambridgeshire County Council</b>	<b>8.2</b>
Norfolk County Council	8.58
Essex County Council	11.5
Suffolk County Council	13.8
Derbyshire County Council	16.9
<b>Average of all</b>	<b>8.49</b>

**Table 2 – 2022 Median GPG figures for other local authorities**

Cambridgeshire County Council's mean and median figures rank middle of the comparable data tables, showing that whilst we do not have the highest figure, there is progress to be made and we will explore good practice actions being taken at the comparable organisations.

Looking at the national picture, the Office for National Statistics (ONS)<sup>1</sup> shows a slight increase in the national gender pay gap from 14.9% in 2020 to 15.4% in 2021, and back to 14.9% in 2022 but overall, still shows a decrease from the 2019 total of 17.4%.

## 5. Analysis – determinants of our gender pay gaps

To understand our data, we have analysed our workforce information to explore why our gender pay gap exists and inform our actions going forward. Areas we have looked at include a) part-time working and b) pay scale. As well as the make-up of our workforce, we explored c) the difference in starting salaries by gender and d) the gender breakdown of

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<sup>1</sup> [Gender pay gap in the UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

those awarded high ratings in our appraisal process. Our key findings for these areas are outlined below:

**a. Gender and part-time and full-time**

40% of our employees work part-time (fewer than 37 hours per week); of those (1590) 89% are female (see Table 3). Nationally, a larger proportion of female staff are employed part-time and according to ONS figures, part-time workers tend to earn less per hour<sup>2</sup>. We need to explore our gender pay gap for part-time employees compared to full-time employees in more depth and this will be done in the 2023 calculations.

Gender	Part-time		Full-time		Total
	No.	% ↓	No.	%↓	No.
Male	167	11%	667	28%	834
Female	1423	89%	1708	72%	3131
<b>Total</b>	1590		2375		3965

**Table 3 – 2022 figures presenting a breakdown of part-time and full-time employees by Gender**

**b. Gender and pay scale**

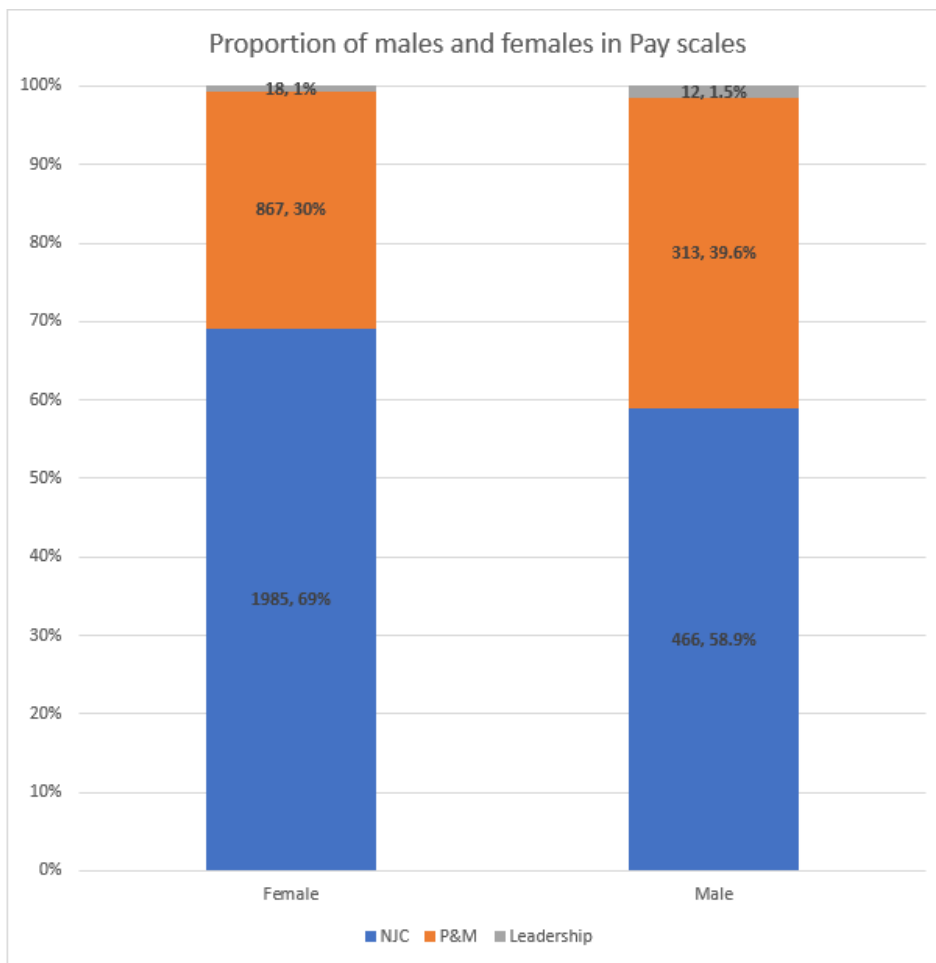
There are three separate pay scales for employees, shown in Table 4. Figure 5 shows the number of employees by gender in each of these groups. Employees that do not fall into these three categories have not been included in this section (304 people who are on different pay rates covered by TUPE). This shows that representation in P&M and Leadership scales is disproportionate to the overall gender split of the workforce, suggesting that more could be done to improve gender representation at managerial and leadership levels.

Council pay scale	Pay range	Males		Females	
<b>NJC</b>	£18,516 - £32,798	466	19%	1985	81%
<b>Professional and Management</b>	£36,333 - £78,893	313	27%	867	73%
<b>Leadership</b>	£79,000 - £217,000	12	40%	18	60%

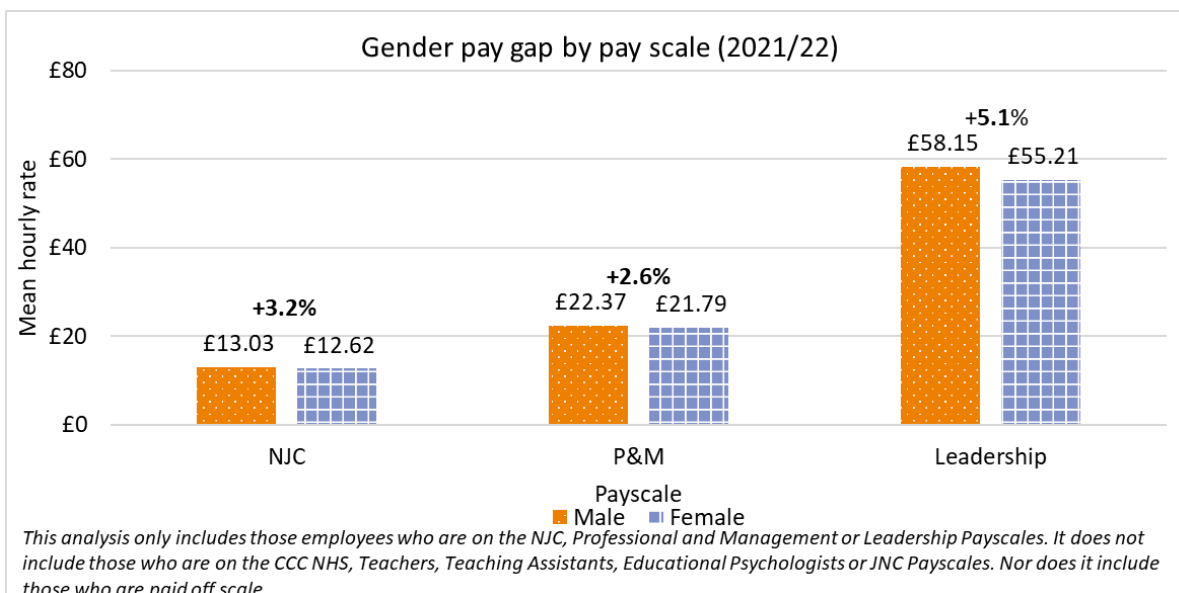
**Table 4 – Gender breakdown of Cambridgeshire County Council pay scales**

- There are proportionately more males than females in P&M and in Leadership positions (Figure 5). This suggests that work still needs to be done to increase the opportunities and encourage women to progress into senior management and director positions within the Council to be truly representative of the wider employee population.
- By pay scale, there is also a gender pay gap differential between males and females (Figure 6), with the mean hourly rate for males higher in each category, though most acute in the Leadership scale.

<sup>2</sup> [Gender pay gap in the UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)



**Figure 5 – Breakdown of Gender in each pay scale**

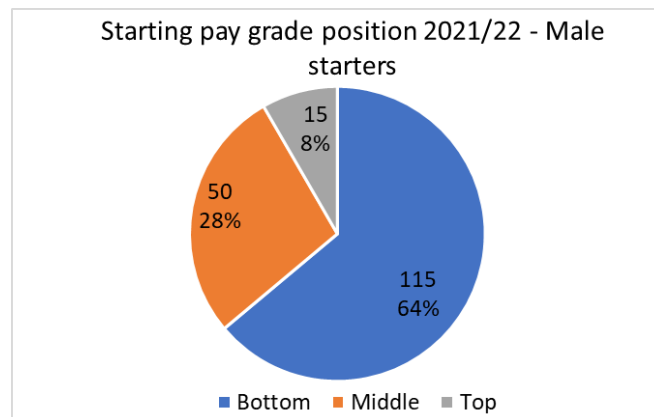


**Figure 6 – Breakdown of mean hourly rate by pay scale**

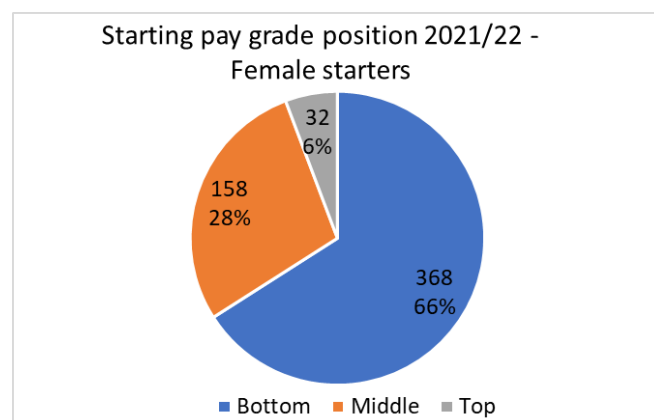
Our data corresponds with the national picture. The ONS state (Gender pay gap in the UK - Office for National Statistics) that the difference in pay between male and female is largest among higher earners. This is reflected within Cambridgeshire County Council as an organisation.

### c. Gender and starting salaries

In depth analysis into starting salaries and gender has taken place to determine whether there is a difference in the negotiation of starting salaries between male and female employees.



**Figure 7- Starting pay grade position 2021/22 - Male**



**Figure 8- Starting pay grade position 2021/22- Female**

In the reporting period of April 2021– March 2022, 738 employees started new roles compared to 491 last year, incorporating both new starters and internal movers. Figures 7 and 8 show that there is some difference between the starting point in the grade by gender, with 2 percentage points more females starting at the bottom of their grade, and 2 percentage points more males starting at the top of their grade. Compared to last year this is an improvement as there was a 4% difference of males starting at the top of their grades compared to females. There is now only a 2% difference between males and females starting at the bottom of their grades compared to 6% the previous year. Further work has been done to ensure that our pay grades and policies are more transparent, and more will be done to ensure that managers do not consciously or unconsciously bias when agreeing



starting salaries through the advice provided by the HR and Recruitment Teams, and recruitment training for managers.

**d. Performance appraisal analysis**

In 2021 the Council introduced a new appraisal process called ‘Our Conversations’ whereby incremental progression is dependent on employees receiving a rating of 5 or above. If the employee is rated a 5 or above they can move up to the next spinal column point, to the ceiling point of the grade. The new scheme allows people to be rewarded based on their demonstration of achievement against our behaviours and values and not just performance against outcomes. The purpose of this was to increase the opportunity for those in lower graded roles and on part-time contracts, who are proportionately more likely to be female (see Table 3 above), to demonstrate high performance.

Table 5 shows our percentages for January 2022 performance ratings. 29.5% of males were rated as high performing against 28.8% of females. This is an improvement on the previous year (2021), when 23.83% of females were rated as high performing compared to 28.27% of male employees, a gap in 2022 of 0.69%, as opposed to 2021 when there was a 4.4% differential in those two groups.

Gender	Rating of 1,2&3	As %	Rating 4	As %	Rating of 5&6	As %	NE (not eligible)	Grand Total
Female	207	5.6%	1573	42.8%	1059	28.8%	834	3673
Male	69	7.3%	413	43.7%	279	29.5%	184	945
<b>Total</b>	<b>276</b>	<b>6.0%</b>	<b>1986</b>	<b>43.0%</b>	<b>1338</b>	<b>29.0%</b>	<b>1018</b>	<b>4618</b>

**Table 5 – Breakdown of the ratings by gender**

Breaking this down further, of those working full time (37 hours), 37.7% received a rating of ‘5’ or ‘6’, an uplift of 5.43% from last year. Of those employees on less than 37 hours a week, 23.8% received a ‘5’ or a ‘6’ rating; 2.8% more than last year's 21%.

### Intersectionality – Gender and Age Pay Gap

ONS data shows a difference in gender pay between employees aged 40 years and over and those below 40 years old (Figure 10). In addition, females over 40 years old are less likely to work in higher paid managerial positions – with a higher proportion of females over the age of 40 working in lower-paid occupations, when compared with younger females.

The ONS presents a national average median of 3.2% for under 40 years old and 27.2% for over 40 years of age. Our percentages are below this, the median gender pay gap for employees aged 39 and below is 0%, and for employees aged 40 and above, 10.7%.

Figure 11 shows our median hourly rate by gender split by ages 39 and under and over 40.



Figure 10 ONS – Gender pay gap for full-time median gross hourly earnings by age-group 1997-2022

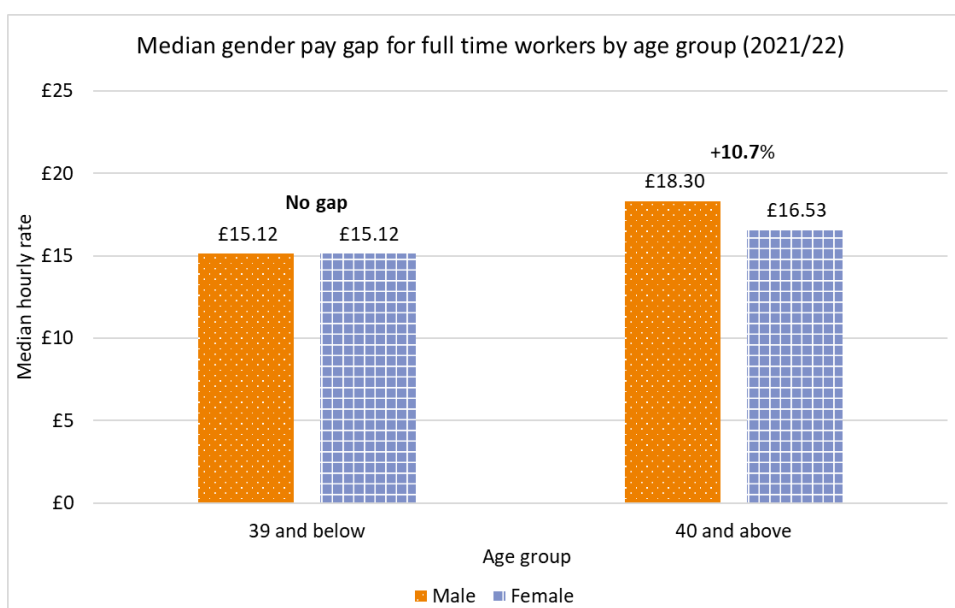


Figure 11 – CCC Median gender pay gap by age group (2021/22)

Figure 11 shows the median hourly pay for male and female employees aged 39 and below is the same, but a gap emerges between males and females aged 40+, the median hourly pay gap for male and female employees aged 40+ is 10.7%. Similar findings are reported by the ONS.

To further understand our gender pay gap by age, we need to look at length of service and the types of roles males and females occupy within the council by age.

## 6. Our Ethnicity Pay Gap

Ethnicity pay reporting is voluntary and it allows us to identify and investigate disparities in the average pay between ethnic groups to inform action. Nationally, the ONS<sup>3</sup> found in 2019 that some ethnic minority groups earn less per hour than white British employees on average, while others earn more.

As of 2022, our mean ethnicity pay gap is 3.1% and our median ethnicity pay gap is 6.2%. The calculation of the hourly rate of employees of an ethnic origin other than white, compared against those declaring they are white.

<b>Mean Ethnicity Pay Gap</b> 3.1%	<b>Median Ethnicity Pay Gap</b> 6.2%
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**Figure 12 – the Mean and Median ethnicity figures for Cambridgeshire County Council**

The data in Table 6 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 ethnicity pay gap. At present, 69.05% of our workforce have disclosed their ethnicity details (see Table 6 below).

The median hourly rate for white employees is £15.60, ethnicity other than white is £14.63. Comparing this to national data, in 2019 the ONS cited the national median hourly pay for those in the white ethnic group as £12.40 per hour compared with those in ethnic minority at £12.11 per hour – a pay gap of 2.3%. Our reported median for the past three years remained stable at -2.9%, but this year it has risen to 6.2%.

Ethnicity pay reporting is much more complex than gender pay reporting as it involves more than two groups; how to best combine different ethnic groups and ensure results are reliable is currently up to individual employers. Due to low disclosure rates of ethnicity for our workforce, we have used the four groupings identified in Table 6 to improve reliability and protect confidentiality, however this does mean that our understanding of the

<sup>3</sup> [Ethnicity pay gaps - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

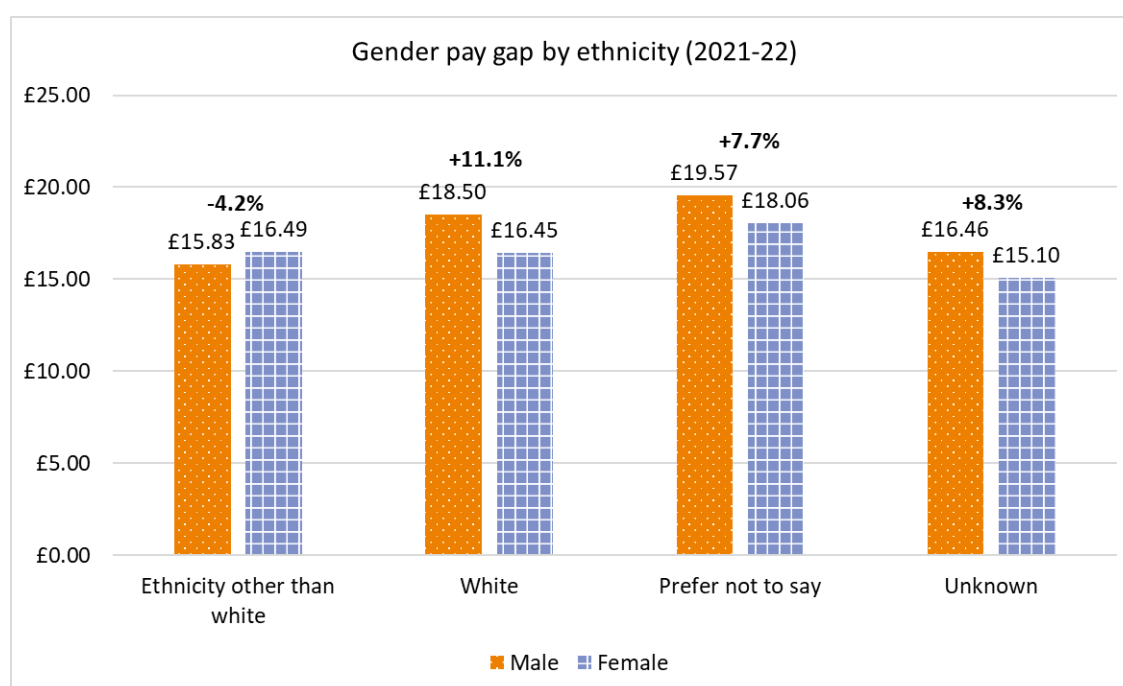
differences between detailed ethnic groups is limited.

Ethnicity (grouped)	No. of employees (%)	Mean hourly rate	Ethnicity pay gap (%)	Median hourly rate
Ethnicity other than white	333 (8.40%)	£16.34	-4.2%	£14.63
White	2345 (59.14%)	£16.86	+11.1%	£15.60
Prefer not to say	60 (1.51%)	£18.61	+7.7%	£15.60
Unknown	1227 (30.95%)	£15.50	+8.3%	£13.20

**Table 6 – Our ethnicity pay gap data 2022**

### Intersectionality - Gender and ethnicity

When conducting an intersectional analysis of gender and ethnicity, Figure 13 shows an 11.1% gender pay gap in the white ethnicity category. In the ethnicity other than white category, female employees have a higher mean hourly pay than male members of staff (a negative pay gap).



**Figure 13 – Gender and ethnicity pay gap**

Within each ethnicity category, the number of employees differ, however the overall split of males and females is comparable with our overall workforce figures of 79% female and 21% male.

### Performance appraisal analysis

Similar to the gender analysis on ratings from the 'Our Conversations' process, January 2022 employee ratings were analysed by ethnicity.

More than a third of the largest 'white' group were rated 5 or 6, whereas in the next largest group 'not recorded', only 22% were rated high performing. It is challenging to draw reliable conclusions from within each individual group, given the small numbers in some, but it is fair to say that where people have not yet disclosed, a lower proportion have been rated as high performing, so improving our disclosure rates should be a priority to ensure that we have richer data to help us understand whether ratings are being applied fairly across ethnicity groups.

We are aware that collecting additional data through our staff survey and recruitment system will help us to understand the underlying causes.

## 7. Action we have taken and will take

### **Actions leading up to the 2022 pay gap report:**

- Continued to promote the support to all employees with their daily workload, career ambitions, training requests and any concerns through the 'Our Conversations' platform, using this monthly check in to address anything that an employee would like to discuss or receive support with.
- Launched Menopause Awareness workshops, along with supporting resources. All colleagues are encouraged to attend. The workshops cover:
  - Understand why we need to talk about menopause
  - Know what menopause is, why it happens and when
  - Identify the signs and symptoms
  - Know how to manage menopause at work and provide the right support
  - Know where to get more information and helpThese workshops run on average at least twice a month with 15 places per session and are regularly at or near capacity.
- Maintained a strong commitment to a modern way of working which allows flexibility with working locations and hours. Adopting a flexible approach to working practices has allowed us to work in the heart of the communities we serve. The policies we have adopted around flexible working allow everyone to effectively blend their work and life commitments and find a suitable balance. As a council we recognise that we work better if we can have flexibility in our working arrangements.
- Collaborated with our employee-led staff EDI Network (IDEAL) and associated peer support groups to support colleagues.
- The Agile Working Policy was launched at the end of 2019. This policy was subsequently reviewed to consider COVID-19 related learnings, and rebranded and relaunched as 'Our Ways of Working' in January 2021. Following this, training was developed and delivered to over 300 managers across the Council.

### **Actions taken since March 2022:**

- Produced and published clearer analysis of our employee performance ratings, including breakdowns by gender and ethnicity in line with our pay gap publications.

- Published 'Our Approach to Pay and Reward' document, which explains our approach and terminology to make clearer to colleagues and managers how our pay scales and approach work.
- Set up a pay information page on CamWeb to provide one place for colleagues to find out information about pay, including updates on national negotiations.
- Ensured all of our pay scales are published externally to be clearer for candidates and set expectations about starting salaries.
- Created and implemented a new recruitment system that streamlines the application process for candidates both internal and external and allows greater reporting capabilities for demographics including legal sex and ethnicity.
- Continued to advertise roles on a range of diverse boards as well as LinkedIn to expand the reach of our adverts.
- Created and implemented exit interviews and questionnaires to gain a better understanding and feedback from our leavers. Developed a new recruitment policy in collaboration with the IDEAL Network with the aim of ensuring that any unconscious bias is challenged at any potential point in the process.
- Commissioned a Women of Colour in Leadership programme.
- Introduced a Compassionate and Inclusive Leadership Programme for all members of the Extended Leadership Team.
- Offering coaching which includes 3 x 1 hour sessions for colleagues who wish to work 1:1 with a professional coach. We have seen the interest grow and have supported numerous colleagues with coaching qualifications. Some of our colleagues choose coaching support because they wish to explore their career progression.
- Introduced a new course Coaching Skills for Managers to enable managers to use coaching style in their communication with their teams.
- Piloted a mutual mentoring programme to improve appreciation of the experiences of individuals and the impact of protected characteristics, including gender and ethnicity, on their career.
- Continued to encourage employees to review and update their diversity data in ERP, creating a dedicated webpage which includes information about why this information is important, how to update the data and how it is used and stored.
- Introduced a suite of EDI eLearning which is essential for all employees to complete.
- Published a new EDI Strategy 2023-2027 which includes 12 equality objectives and aligns closely with our pay gap work. An action plan aligned to the objectives is being developed (see proposed actions below).
- Additional flexibility has also been offered through our employment policies in the form of 'flexible from first' – removing the 6-month service requirement from flexible working requests. We have updated our Carers Policy to provide more guidance and support to employees with caring responsibilities and for managers managing these employees.
- Updated our approach to 9-day fortnight working arrangements (this is where employees choose to work their hours on a compressed basis over 9 working days rather than 10 in any fortnight). We now treat this as a contractual change in order to give employees reassurance that this arrangement will apply on a permanent basis.

### **Proposed actions:**

- Undertake further analysis when the 2023 Gender Pay Gap is calculated whether there is a difference in pay gaps between full and part-time men and women, as well as further analysis on the intersectionality of age and pay gap, focusing of potential drivers such as length of service and the nature of role males occupy, under and over the age of 40.
- Engage with relevant other councils to understand their good practice and progress in achieving lower pay gaps.
- Identify further steps in recognising/celebrating success - we have launched the Spotlight Awards to provide an opportunity for teams to vote to shine a spotlight on people in our organisation that truly embody our vision and values.
- Review the outcome of the 2023 employee engagement survey, using any relevant demographic themes to inform activity supporting the reduction of our gender and ethnicity pay gaps.
- Review the existing recruitment training and provide updates related to inclusion (EDI strategy action plan), including highlighting current disparities in appointments above the bottom of the grade to raise manager awareness.
- Develop a Recruitment eLearning package and ensure EDI is woven throughout (EDI strategy action plan)
- Offer 10 places on an ILM level 5 certificate in coaching and mentoring to expand our pool of professional coaches and increase the number of coaching sessions available to colleagues.
- Continue to raise awareness of the importance of disclosing diversity data for employees and be clear why this information is required. Use the ERP off network project to drive this.
- Evaluate the mutual mentoring pilot scheme and roll out a corporate scheme. (EDI strategy action plan).
- Review the women of colour in leadership pilot feedback and launch another cohort of the programme (EDI strategy action plan).
- Publicise current career development offers including targeting underrepresented staff groups – monitor uptake of existing career development offers by protected characteristic (EDI strategy action plan).
- Continue to monitor the diversity of our apprenticeships, showcasing diverse profiles of completed apprenticeships (EDI strategy action plan).