

STAFFING AND APPEALS COMMITTEE



Tuesday, 07 November 2023

Democratic and Members' Services
Emma Duncan
Service Director: Legal and Governance

14:00

New Shire Hall
Alconbury Weald
Huntingdon
PE28 4YE

**Red Kite Room, New Shire Hall, Alconbury Weald,
Huntingdon, PE28 4YE
[Venue Address]**

AGENDA

Open to Public and Press

1. **Election of Chair (oral)**
2. **Election of Vice-Chair (oral)**
3. **Apologies for absence and declarations of interest**
Guidance on declaring interests is available at <http://tinyurl.com/ccs-conduct-code>
4. **Minutes - 24th March 2023** **5 - 8**
5. **People Strategy Update** **9 - 20**
6. **Workforce Profile Update 2023** **21 - 28**

7. Gender Pay Gap Update

29 - 48

8. Exclusion of Press and Public

To resolve that the press and public be excluded from the meeting for the following items of business on the grounds that they contain exempt information under Paragraphs 1,2,3 and 4 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, information which is likely to reveal the identity of an individual, information relating to the financial or business affairs of any particular person (including the authority holding that information), and information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a minister of the Crown and employees of, or office holders under, the authority

9. Cost of Living Increase 2023 -Leadership Pay Scale

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

10. Council Senior Management Structure – Section 4, Local

Government and Housing Act 1989

- Information relating to any individual;
- Information which is likely to reveal the identify of an individual;
- Information relating to any consultations or negotiations, or contemplated consultations or negotiations in connection with any labour relations matters arising between the Authority or a Minister...

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Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting [Democratic Services](#) 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: [Procedure Rules hyperlink](#)

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The Staffing and Appeals Committee comprises the following members:

Councillor Edna Murphy (Chair) Councillor Henry Batchelor Councillor Ken Billington
Councillor Mike Black Councillor Bill Hunt Councillor Lucy Nethsingha Councillor Kevin
Reynolds Councillor Tom Sanderson and Councillor Steve Tierney

Clerk Name:	Michelle Rowe
Clerk Telephone:	01223 699180
Clerk Email:	michelle.rowe@cambridgeshire.gov.uk

Staffing and Appeals Committee Minutes

Date: Friday, 24th March 2023

Time: 9.05a.m. – 11.07a.m.

Venue: [New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE](#)

Present: Councillors K Billington, L Dupré (substituting for Councillor Dew), R Howitt (substituting for Councillor Shailer), E Murphy (Chair), K Reynolds, T Sanderson, P Slatter and S van de Ven (substituting for Councillor Batchelor)

62. Apologies for Absence and Declarations of Interest

Apologies were received from Councillors H Batchelor, D Dew, N Shailer, and S Tierney.

No declarations of interest were received.

63. Minutes – 23rd February 2023

The minutes of the meeting held on 23rd February 2023 were agreed as a correct record and signed by the Chair.

64. Exclusion of Press and Public

It was proposed by the Chair, seconded by Councillor Slatter, and agreed unanimously to exclude the press and public from the meeting on the grounds that the agenda contained exempt information under Paragraphs 1 & 3 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, and information relating to the financial or business affairs of any particular person (including the authority holding that information).

65. Appointment of Executive Director for Adults, Health and Commissioning

The Committee considered the appointment of an Executive Director for Adults, Health and Commissioning for the County Council.

It was resolved unanimously to:

agree the appointment of Patrick Warren-Higgs to the post of Executive Director for Adults, Health and Commissioning.

Chair

Staffing and Appeals Committee Minutes

Date: Friday, 24th March 2023

Time: 11.30a.m. – 15.11pm.

Venue: [New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE](#)

Present: Councillors M Atkins (substituting for Councillor Batchelor), K Billington, P Coutts (substituting for Councillor Dew), B Goodliffe (substituting for Councillor Shailer), E Murphy (Chair), K Reynolds, T Sanderson, and P Slatter

66. Apologies for Absence and Declarations of Interest

Apologies were received from Councillors H Batchelor, D Dew, N Shailer, and S Tierney.

No declarations of interest were received.

67. Exclusion of Press and Public

It was proposed by the Chair, seconded by Councillor Slatter, and agreed unanimously to exclude the press and public from the meeting on the grounds that the agenda contained exempt information under Paragraphs 1 & 3 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, and information relating to the financial or business affairs of any particular person (including the authority holding that information).

68. Appointment of Executive Director for Children, Education and Families (Statutory DCS)

The Committee considered the appointment of an Executive Director for Children, Education and Families for the County Council.

It was resolved unanimously to:

agree the appointment of Martin Purbrick to the post of Executive Director for Children, Education and Families.

Chair

People Strategy Update

To: Staffing and Appeals Committee

Meeting Date: 7th November 2023

From: Service Director: HR Services

Outcome: To note updates in progress with implementation of the council's People Strategy, including work to inform the creation of an action plan that responds to various engagement routes with colleagues and internal stakeholders, as well as some early headlines from the IPSOS Employee Survey.

Recommendation: The Committee is asked to:

- a) note the progress made in engaging with colleagues to create an action plan that will support the delivery of the commitments we have made in our People Strategy.
- b) endorse the proposed timeline for presenting a final action plan to Staffing & Appeals Committee in February.

Officer contact:

Name: Anna Syson

Post: Head of Workforce Policy and Wellbeing

Email: anna.syson@cambridgeshire.gov.uk

1. Background

- 1.1 Our People Strategy was approved by Full Council on 16th May 2023. It outlines how we can all work together to achieve the ambitions of our Strategic Framework, describes the type of employer we want to be in 2028, and sets out, through a series of commitments, our strategic approach to the attraction, retention, reward, development, and engagement, of an inclusive, diverse, valued and supported workforce.
- 1.2 In this strategy, we committed that the action plans we develop to bring it to life will actively seek the insight, input and thoughts from colleagues across the council, including the IDEAL Network and our recognised trade unions because we can only achieve our ambitions for the county and for our council if we work well together.
- 1.3 This November update provides Staffing and Appeals Committee with details of the engagement that has taken place to date to inform a meaningful action plan and sets out the timeline to ensure this is an effective means by which to deliver the vision of our council as an employer in 2028.

2. Engagement with internal stakeholders

- 2.1 Colleagues from across the organisation were invited to take part in focus groups to seek their views and ideas on the People Strategy Action Plan. There were seven sessions in total with a mixed attendance from across the organisation.
- 2.2 Colleagues were asked to consider the 4 themes of the People Strategy (Attracting You, Supporting You, Appreciating You, Developing You) and to provide their input on what the council is doing well, and where they felt there are gaps that could be addressed by the action plan.
- 2.3 The ideas and insights from these sessions will be triangulated with the outcomes of our employee survey and then discussed in more detail with our Trade Unions and the IDEAL Network.
- 2.4 There are some points of feedback that have already been addressed. Examples of these include:
 - Two groups mentioned a desire for a volunteering policy. Our Time off for Volunteering Policy has since been launched, providing up to 37 paid hours in a year for colleagues to use to volunteer with organisations locally that support our vision and values.
 - One group suggested that more could be done to support the inclusion of neurodivergent colleagues. We have since created a working group focusing on improving awareness, removing barriers, and amplifying the voices of these colleagues. As part of this work, we are actively seeking feedback from the newly formed Neurodivergence Peer Support Group.
 - Colleagues highlighted that we need to make people feel welcome from the start by

contacting new starters before they join. Our new Recruitment Training for Managers now covers the importance of keeping in good contact with preferred candidates throughout the recruitment process. Our Recruitment Team now also carries out regular check in meetings with new starters in their first 6 months of joining, in a targeted selection of services.

- A car-sharing scheme was suggested for New Shire Hall and other offices. The Smart Journeys Team have recently launched a lift-sharing application for Alconbury Weald, which will be promoted to colleagues travelling to New Shire Hall.

- 2.5 We have collated themed feedback from the People Strategy Action Plan Focus Groups, outlining what people told us they appreciate already and where they feel there are gaps, as well as capturing suggestions for action that colleagues gave us. Our action plan will build on what is appreciated and propose ways to address areas of challenge.
- 2.6 Colleagues were also asked to consider the kind of council they would like to work for in 2-3 words, and from those created by the group, to choose three values they would want to see adopted by their employer. The resulting list was shared with the provider of our externally commissioned employee engagement survey (IPSOS Karian and Box) and the most popular words were included in one of the culture questions of that survey.
- 2.7 Feedback from a series of engagement sessions within Adults, Health & Commissioning (AHC) which finished in October, has been shared to aid the development of the People Strategy Action Plan. This considered themes of Recognition, Wellbeing, Engagement, and EDI and will also be used to inform the workforce elements of the EDI Strategy Action Plan.
- 2.8 In September 2023, our employee survey was live for 3 weeks, and sought to hear from as many colleagues as possible about their views of working for the council, with the aim of getting a baseline from which to make progress in our engagement levels in the coming years. The full report on this is being shared with Corporate Leadership Team (CLT) on 13th November and the recommendations will be considered, shared with colleagues and trade union representatives, and will be used in the development of the People Strategy Action Plan.
- 2.9 We have some initial insights from IPSOS, including:
- We achieved a 54% response rate.
 - Recognition is more important than pay in driving engagement, particularly day to day recognition from managers.
 - Engagement is negatively affected by saying we will do something and then not doing it, so it will be important that our People Strategy Action Plan commits to those things we can resource and deliver, and be seen to do so.
 - Good alignment in the selection of preferred cultural descriptors and those selected in our focus groups, which will provide an indication of preferred values.
 - Perceptions of fair treatment differ according to some demographic splits and these will need to be considered in more detail to ensure that we respond to the varied experiences of colleagues in our intended action plan.
 - There are significant proportions of neutral respondents to some measures, which provides an opportunity to shift those colleagues to a more engaged perspective during the life of the People Strategy.

2.10 Another source of feedback that will be considered in the action plan is the qualitative data we have from our exit interviews and questionnaires. While relatively small in number (23 in person, 26 online in quarter 2 of this year), they offer, like focus groups, more detailed insights into colleagues' views, in this case when they are leaving the organisation. Positives noted by our leavers include good team morale, a comprehensive wellbeing offer, with 53% of those asked saying they would return to the Council. Areas for improvement include more time for various supporting elements of work, such as admin and time with team, and time to attend regular events such as Wellbeing Hours and Cambridgeshire Conversations; of the 23 people seen in person, 6 people stated they did not have time to attend due to workload. Other areas highlighted are changes to pay progression, upskilling of managers, and more transparency about organisational change.

3. Next steps

3.1 The timeline for the creation of this action plan is as follows:

- November 2023 – Report from IPSOS detailing the insights and recommendations from the Employee Survey. Consideration by CLT and sharing with internal networks including CJP and the IDEAL Committee. Chief Executive to brief Chairs and Vice Chairs
- December 2023 – Sharing outcomes with the wider workforce and seeking more detailed feedback on areas for priority attention to draft the action plan.
- January 2024 – Sharing of draft action plan with CLT, CJP and IDEAL Network.
- February 2024 – Presenting final action plan to Staffing and Appeals Committee

4. Source Documents

4.1 Cambridgeshire County Council's People Strategy 2023 – 2028 Plain Text Version
[People Strategy 2023 - 2028 plain text version.docx](#)

Our Cambridgeshire, Our Colleagues, Our Culture

Cambridgeshire County Council's People Strategy 2023 – 2028

Plain Text Version

Foreword from the Leader of the County Council

Our County Council is only as good as the people who choose to work as part of our valued workforce, and the Elected Members who set our political direction and strategies. The residents of Cambridgeshire decide on their elected representatives at the ballot box, but there are also huge responsibilities and expectations placed on the people who are employed by the County Council.

This context makes our People Strategy a critical enabling strategy for the delivery of our Vision for Cambridgeshire and 7 Ambitions, as set out in our Strategic Framework. As well as ensuring this connectivity and coherence, it sets out our strategic approach to the attraction, recruitment, retention, reward, development, engagement and inclusion of a diverse, valued and supported workforce.

We achieved a lot of progress because of our last People Strategy – supporting an increasingly diverse and dispersed workforce and putting a greater emphasis on learning, development, and wellbeing. However, there is much more to do, and this strategy sets out our next steps on our journey to be the very best employer that we can be.

I am immensely grateful to those dedicated people who work for the County Council, delivering for residents across the county, often in times of great need and distress. You make a real difference in people's lives; we need to make a similarly positive difference in your working lives.

Councillor Lucy Nethsingha
Leader of the County Council

Foreword from Stephen Moir, Chief Executive

As Chief Executive, I believe that our People Strategy is one of the most important strategies the Council produces, because it speaks to every single one of the thousands of colleagues we employ. I am delighted that in this refreshed strategy, we have taken a wholly new approach, aiming to tell the story of our organisation in 2028, rather than having a list of aims. In this way, I hope everyone can visualise what it will be like to work for Cambridgeshire County Council in 2028 and how we will get there, together.

Our People Strategy is about so much more than how we attract new and talented colleagues to join our team. At the heart of this strategy, it's about what type of organisation we want to be and what the experience of being an employee of the Council

feels like. Our residents rightly deserve the most talented, skilled, and committed people to deliver essential public services with and for them. In return, our colleagues deserve an inclusive, supportive, progressive and values led organisation to be their employer, which they are proud to be part of.

Now that we have agreed this new strategy with our elected members, we all will have a shared role in creating the culture, climate, and conditions for its success. I want us to embrace and nurture the brilliant people that are already part of our team, as well as ensuring we can be welcoming and supportive to new colleagues who join us, to help deliver our vision and ambitions for Cambridgeshire as a place.

The action plans we develop to bring this strategy to life will actively seek the insight, input and thoughts from colleagues across the Council, including the IDEAL Network and our recognised trade unions. After all, our culture and our organisation is the We, that is You, that is Us. We can only achieve our ambitions for the county and for our council if we work well together.

The Council in 2028 will undeniably be a different organisation compared to 2023, our opportunity now is to shape that together and make the Council the best employer it can be, with brilliant people working across our services and with our partners and communities alike. We are Cambridgeshire, we are One Team.

Stephen S. Moir
Chief Executive

Our workforce

- 31% of our workforce work part-time. In addition to a wide range of flexible working arrangements including 9-day fortnights.
- Our average colleague age is 45. 4.5% of you are over the age of 65, and 4.6% are under 25 years old.
- 55 colleagues are Mental Health First Aiders. We have an excellent wellbeing offer.
- 15.7%. Our turnover currently stands at around 55 leavers per month. This is an increase from 12.3% last year
- We have 160 apprentices working across 45 apprenticeship standards.
- Our colleagues work for us for an average of 7.9 years with 169 of us (3.7%) having more than 25 years' service
- We currently lose 31,688 working days per year to absence, with 'anxiety, mental health and depression' being the highest reasons for sickness absence.
- We are proud to be a Flexfrom1st employer enabling colleagues to request the right to flexible working from day one.
- 63% of our workforce have shared their ethnicity information with us. Of these, 90% have stated they are white, 3% Asian or Asian British, 3% Black, Black British, Caribbean or African, 2% mixed, multiple or other ethnic groups and 2% who would prefer not to say.

- Our total headcount is 4,625 Our total full-time equivalent is 3,448
- Team charters and our workspaces and buildings give us flexibility in the way that we undertake our roles and facilitate efficient ways of working
- 80% of our workforce are female

National workforce trends

We have 7 ambitions in our Strategic Framework, outlining what we plan to do to achieve our vision over the next five years. Our people are our greatest asset, and we are fortunate to employ some of the most dedicated officers in specialisms across the whole council. To achieve our ambitions, we need to continue to attract, recruit and retain experienced people across all parts of the organisation.

Never before have we seen such a major national shift in ways of working and within the wider employment relationship. The pandemic brought about changes not only to the way in which we work, but also to the expectations and needs we all have from our employer, our managers and our colleagues. Whilst we are still adapting to these changes and the impact they have had, there are many things we have already learnt, and need to continue to focus on, for the future.

Overcoming the challenges this presents is necessary as we seek to deliver high quality services, improve our outcomes and manage our impact on both the budget and the environment.

But what does this mean for you – our workforce of today and the future? Firstly, let’s look at some national trends that are shaping the expectations we have as employees...

1. Employees want their employers, colleagues and managers to be kind and compassionate
2. People enjoy gaining broader experiences at work – helping other services and gaining knowledge of other areas
3. Individuals want to feel safe and secure in their workplace
4. People want support with wider economic challenges, such as the cost of living crisis
5. Employees want managers to be considerate of personal wellbeing, and more principles led and empathetic
6. People want more flexibility over where and when they work
7. Individuals want to demonstrate the additional value they create for their communities through their roles
8. People want to feel they belong, feeling connected to the workplace and their colleagues especially when working remotely

You said

Feedback and engagement is extremely important when shaping our people strategy and action plan. We need input from you all to help shape our actions, and measure our progress against these actions throughout the term of our people strategy.

Colleague feedback that has already helped to develop the strategy includes:

- We need to ensure we keep concern for others in the front of our minds and demonstrate this day to day through our work and management
- We need to focus on raising the profile of management and leadership roles and ensure we have clear career pathways with both qualified and unqualified routes
- We need to continue to consider how to increase flexibility and agility within our fixed roles
- We need to consider how to continue to build on our wider knowledge and experience and use our skills in a variety of ways and in different teams to make a difference
- We need to remain connected with our colleagues through engagement, networks and forums
- We need to understand how we create social value, and to ensure this is reflected in our recruitment and attraction as an employer
- We need to support and upskill our managers to be confident, empathetic and responsible leaders
- We need to make all information easily accessible to all of our colleagues and provide clear signposting on information location
- We need to explore further ways to ensure we all feel valued and have opportunities to progress and grow within the Council
- We need to provide clearer information on our pay and reward processes so we all understand our pay, and ways to reward and recognise each other

Our People Strategy

Our corporate strategy and strategic framework sets out how we intend to achieve our vision and ambitions for Cambridgeshire. However, it is you - our colleagues who play the most significant role to make our vision and ambitions a reality – and this is why our emphasis on inclusivity – “including you” is at the centre of our four people strategy themes.

Each of our four people strategy themes describe how it will look and feel working for Cambridgeshire County Council in 2028. These themes take our corporate ambitions, as well as the ideas you have given us to develop a series of people outcomes and commitments that will help us to achieve these ambitions.

The following pages outline our people outcomes and commitments within each people strategy theme. The **outcome** helps us all to visualise how it will feel being part of our team in 2028. The **people commitments** are our areas of focus, written as descriptions of the completed work in 2028.

These outcomes and people commitments outline how we can all work together to help achieve our Councils 7 ambitions of:

Ambition 1: Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

Ambition 2: Travel across the county is safer and more sustainably environmentally

Ambition 3: Health inequalities are reduced

Ambition 4: People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

Ambition 5: People are helped out of poverty and income inequality

Ambition 6: Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

Ambition 7: Children and Young People have opportunities to thrive

Attracting You

The outcome: Your experience starts from the moment you are first interested in joining us, and from that point onwards, your employment journey is welcoming and engaging. Our inclusive, supportive and safe working environment attracts and retains diverse people who want to come to work as part of our team.

Our people commitments:

- We use inclusive and creative recruitment to attract people who are committed to our vision and values.
- Our pay and rewards are competitive and our benefits package is attractive, offering a range of retail, lifestyle and wellbeing related offers and discounts.
- Our commitment to wellbeing and the ways in which we actively support this are attractive to candidates in a competitive employment market, allowing us to differentiate ourselves through our focus on 'caring' and being a compassionate employer.
- Our flexible approach to recruitment and our desire to help develop potential means we have increased our apprenticeship opportunities, as well as recruited people who are not only 'day one ready' but have also started in a role with development needs. We have proven our ability to support those on their development journey.
- We have clear and easy progression pathways, secondment opportunities and apprenticeships routes that are attractive both internally and externally.

How we attract you to work with us to achieve our corporate ambitions:

- We attract people who can think beyond the short term and plan for the future low carbon place Cambridgeshire will be and the lifestyles that go along with it.
- Whilst we recruit the best people for our roles, we widely advertise our own job vacancies in the local community, acknowledging that we are a large employer and able to provide diverse employment opportunities within our communities.

- We have close links with our school's workforce and our pay and terms are aligned to assist with recruitment and retention within a known challenging employment market. Through our Teachers Pay Policy and collaborative approach, we support our schools and wider educational partners to take a long-term view of development, recruitment and retention.
- We ensure we have the capacity and to attract and retain the best people to drive forward both the statutory needs of our communities, preventative, safeguarding and development work in both social care and educational roles

Appreciating You

The outcome: Our culture of compassion and appreciation means that we really do all feel that we belong. We feel valued for the work that we do, the contribution that we make and the differences that we bring. People talk positively about working for Cambridgeshire and we are known to be a kind and compassionate employer.

Our people commitments:

- Our commitment to people feeling cared for by their employer and able to care for themselves will allow people to feel appreciated as individuals and for what they need to be well.
- Our values and culture support an environment of appreciation, where colleagues regularly praise each other, feedback is well received and given and we all feel valued for the work that we do.
- Our ways of working enable us all to balance work with life.
- We regularly celebrate our own successes and the successes of others.
- Our inclusive policies, reward and recognition mechanisms support and enable our culture of appreciation and actively celebrate the diversity of our colleagues.
- The benefits available to us are wide ranging and provide attractive and useful benefits that are widely utilised.

How we appreciate you for achieving our corporate ambitions:

- We understand the link between health inequalities and wider societal issues, and because of this, we work across services to ensure that health inequalities are considered in housing, employment initiatives and policies. We appreciate you for the efforts you take to understand these inequalities and the work you undertake to reduce these.
- We have, together, brought about real change through the Children's Change Programme. This has led to a greater focus on longer term, sustainable for our children, and also resulted in positive outcomes on capacity, morale and agility of our own workforce.
- We encourage you to volunteer within our local communities, providing you with opportunity to do so.
- Our pay and reward approaches consider and reward you for not just what you do, but for the positive impact your work has on our communities.

Developing You

The outcome: We work with you to enable you to manage your own development and careers, and our commitment to learning extends beyond skills and knowledge for your current role.

Our people commitments:

- Our learning and development offer supports you with your personal development and you are encouraged to grow your potential and manage your career.
- Managers proactively think about succession planning ensuring plans are in place for future workforce requirements.
- Clear career pathways illustrate development routes to progress your skills and prepare for future roles.
- Our commitment to growing our own provides opportunities for colleagues to be supported to gain the skills and knowledge needed for our roles.
- We have taken the approach to focus less on role specific requirements and more on transferable skills – this makes it easier than ever to move and progress to roles across the Council.
- The ‘Our Conversations’ tool helps you to create a development plan to work towards your personal and professional development and signposts training, information and support that is available.

How we develop you to help us achieve our corporate ambitions:

- Through education and engagement, we all understand what Net Zero and Climate resilient design means. We have identified and implemented process changes to help to embed these concepts and started to change behaviours individually and collectively across the organisation.
- Our clear career pathways illustrate development routes to progress your skills and prepare for future roles.
- We are skilled at making decisions appropriate to our roles to enable us to deliver care at a more local and personalised level. Not only are we care providers in our communities, but we are also skilled at empowering people and communities to support each other to stay healthy, connected, safe and independent.
- Our approach to career development means that we take a long-term view of resourcing, attracting and retaining our workforce. Our ‘grow our own approach’ and clear and transparent career pathways means we are confident in filling future vacancies and promotional opportunities.

Supporting you

The outcome: Our commitment to considering wellbeing in all aspects of employment ensures that you feel supported at every stage of your life and time with Cambridgeshire. You have adequate resources and safe spaces to support you to do your job well, and you feel that you belong in your team and in the wider organisation.

Our people commitments:

- Our buildings provide you with safe working spaces and are equipped and developed to complement the ways we work.
- Support networks and colleague forums operate formally and informally, providing you with safe spaces to share knowledge and experience, and learn from others.
- We regularly ask you what you need from us as an employer to enable you to do your best in your role. We listen and act appropriately on all given feedback to create an enjoyable, sustainable and supportive work environment with progression and learning opportunities.
- We all know where to go to feedback issues, and where to seek support for any concerns that we have – both work related and personal.
- We are skilled in promoting early intervention and prevention measures to support our colleagues to improve their mental health and wellbeing.

How we support you to help us to achieve our corporate ambitions:

- We support you to consider the most sustainable and climate friendly ways of working to reduce travel, and we have flexibility in where, when and how we undertake our roles to enable us to meet our community needs whilst at the same time positively reducing the environmental impact of our work.
- We take a compassionate and proactive approach to our own health and wellbeing. We role model lifestyle choices and support each other to ensure that we not only help our communities to retain and regain health and independence, but we are doing this ourselves too.
- We understand that many of our colleagues are also members of our communities. We have actively worked hard to eradicate in-work poverty in both our organisation and our communities. We have widely signposted mechanisms to support our own workforce with financial and wider challenges and these mechanisms are well used and provide useful and proven support.
- Our organisational structures are clear and agile. We all understand the responsibility and the level of decision-making accountability within our roles, to support you to make the best decisions for our communities.

Workforce Profile Update

To: Staffing and Appeals Committee

Meeting Date: 7th November 2023

From: Service Director: HR Services

Outcome: To provide Staffing and Appeals Committee with an update of the workforce demography and the current people related challenges across the organisation.

Recommendation: Staffing and Appeals Committee is invited to comment and take note of the detail within this report and request any areas for more detailed focus in the full annual workforce report which will be produced for February 2024.

Officer contact:

Name: Caroline Ad-Bonsra
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Email: caroline.adu-bonsra@cambridgeshire.gov.uk
Tel: 07825 521324

1.0 Background

- 1.1 In previous years a workforce information report has been provided annually in February for Committee alongside the statutory reports. In February 2023 the Committee asked for a brief mid year report to be produced to keep Members more closely informed regarding any changes and challenges being faced.
- 1.2 This report now sets out some of the key demographics and a summary of the key areas that the HR Team will be focussing on to address the workforce challenges faced.

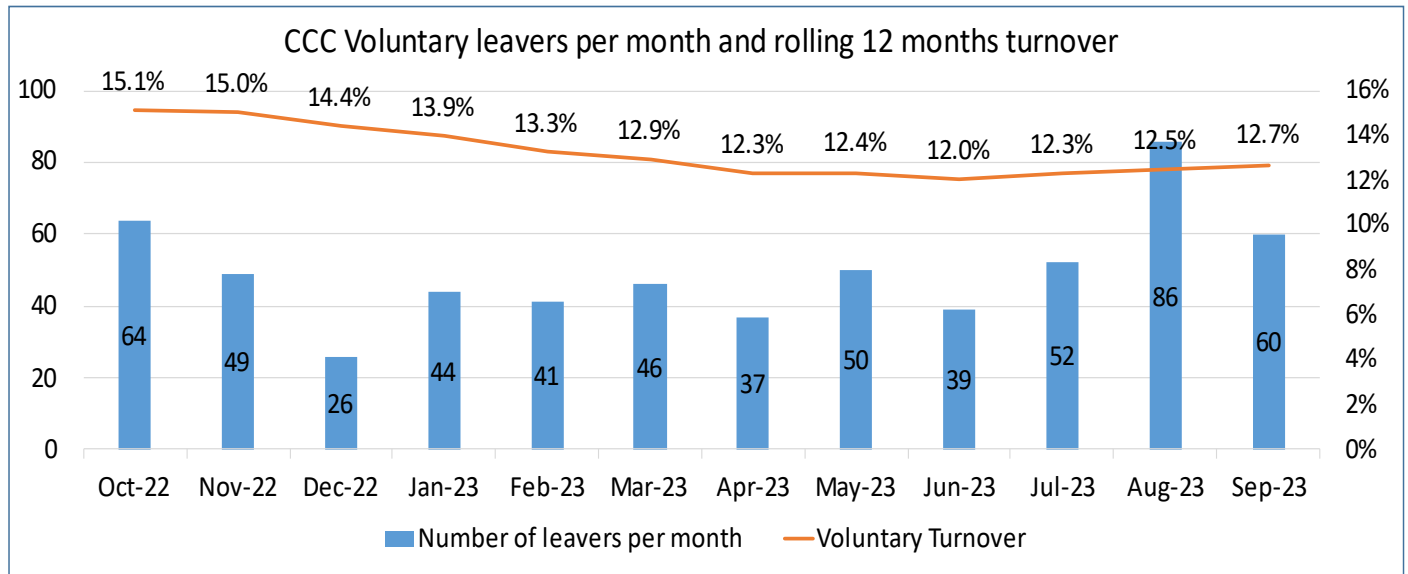
2.0 Our Workforce



- 2.1 At 30th September 2023 the overall head count for Cambridgeshire County Council was 4746, an increase from the 4738 headcount in February 2023. This correlates with the increase in number of part time workers also demonstrated above.
- 2.2 The number of leavers has been steadily reducing since October 2022 and appears to be settling back to pre covid levels. We would prefer to see the turnover rate nearer 10% which is considered a healthy rate but recognise that the employment market is changing along with the expectations and ambitions of the workforce, particularly those coming into the employment market for the first time so we will need to see how this pattern settles nationally across all sectors before determining what might be reasonable to view as a healthy pattern going forward.
- 2.3 With the role of Retention Advisor well established in the recruitment team we are focusing on good quality exit interviews to understand the reasons people are leaving. We also try to identify issues early through engagement sessions with new starters to continue to reduce the number of leavers where possible but also understand any issues new employees are facing in their first 6 months. Feedback from these sessions has been incredibly positive

and those who have taken part have reported that they feel reassured that there is a corporate investment into making sure that they settle well into the organisation as well as being well supported by their new line manager into their team environment.

2.4 Voluntary turnover for the last twelve months is shown below:



Of the total voluntary leavers for the rolling 12 months period ending 30 September 2023, 14% had 6 months service or less which is higher than the reporting period for Q1 (10.43%).

3.0 Absence and Health

3.1 Sickness absence is monitored closely and whilst the primary reason for long term absence remains as mental health and depression, we have seen a reduction in the number of days lost for this reason over the past 9 months. We can attribute this decrease in part to the improved support that is now in place and the support and challenge provided by the HR Advisory team to balance case management with the support needed.

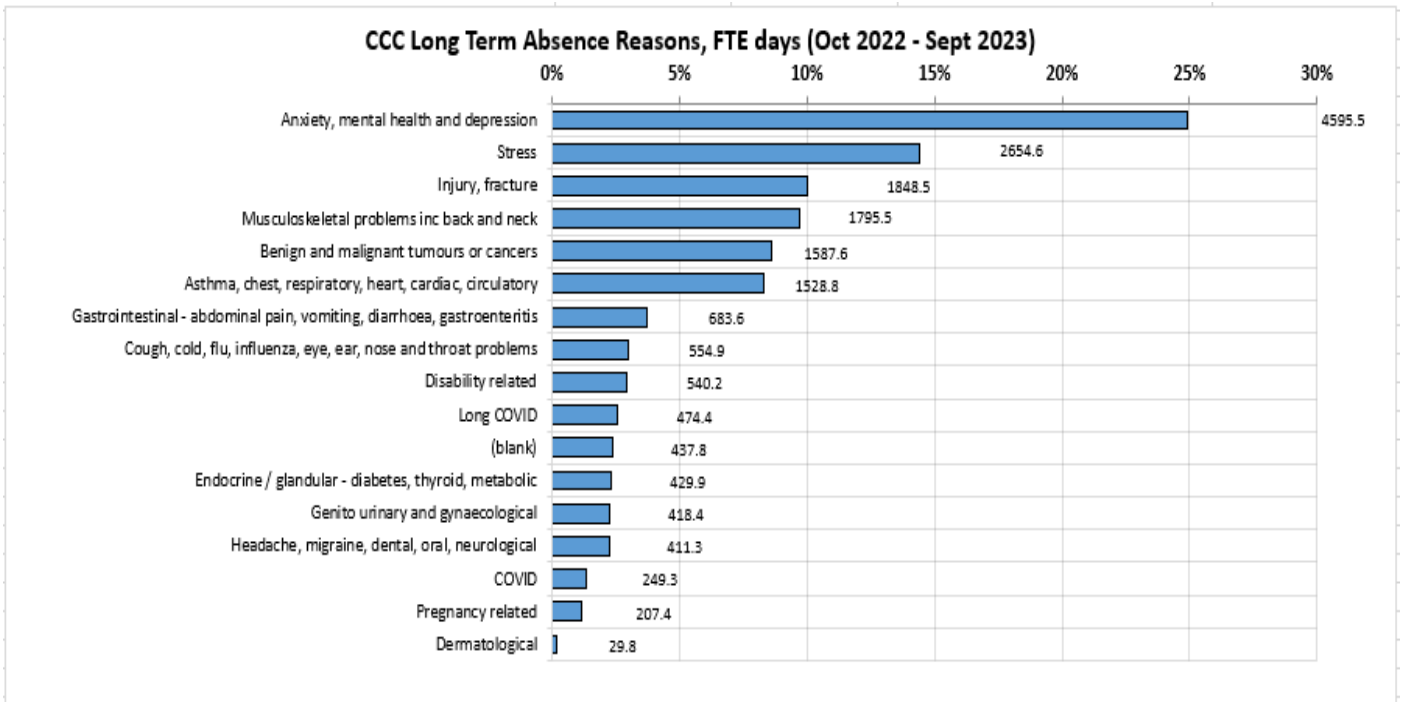
3.2 We have had a consistent focus on improving the support offered to colleagues affected by their mental health and the core standard offer the council provides is set out below:

- Dedicated Wellbeing Conversations as part of Our Conversations
- Employee Assistance Programme from Health Assured. This includes:
 - 24 hour/365 day access via phone line to trained counsellors.
 - Face to face, telephone and online counselling and CBT.
 - Other advice including legal and financial information.
 - EAP app supports colleagues on the go, from their smart phone, and includes instant messaging, mini-health checks and breathing techniques.
- Mental Health First Aiders – Colleagues trained to have supportive conversations, spot signs of poor mental health, and signpost to further support.

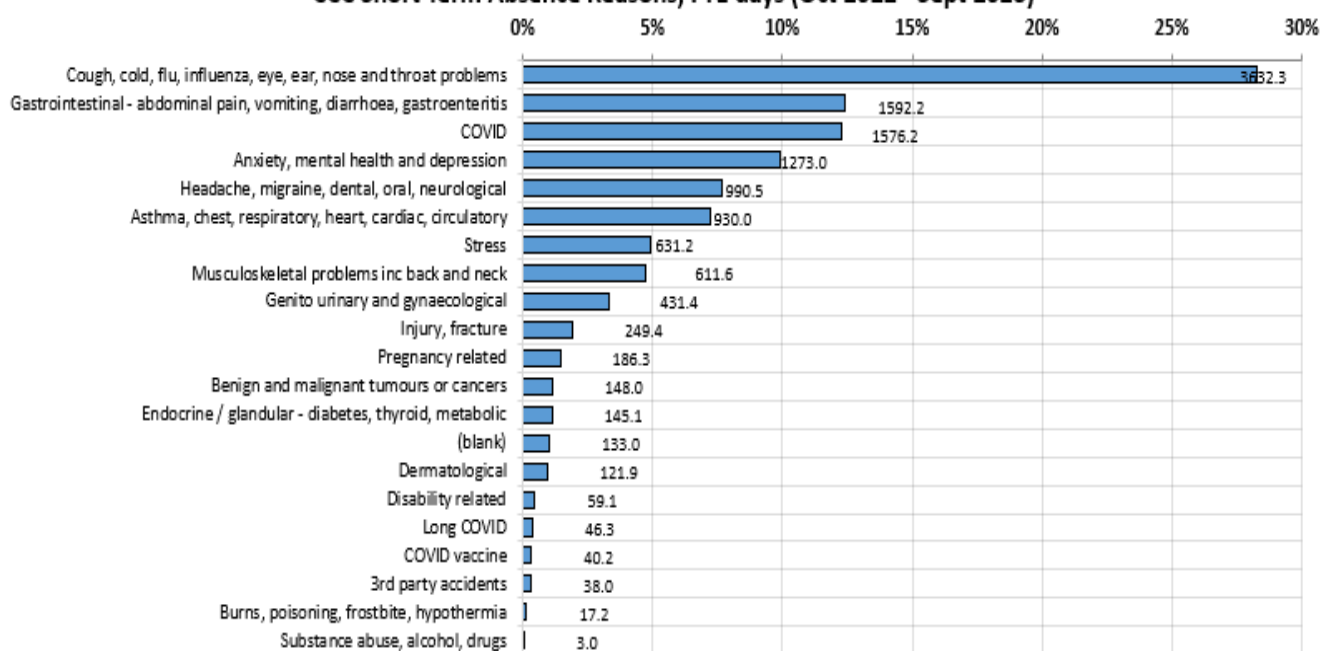
- Wellbeing and Mental Health Awareness sessions for employees and managers.
- Maximus/Access to Work mental health 1:1 support up to 9 months - For colleagues who feel their mental health is preventing them returning to or remaining in work.
- Specific support for Social Care and Public Health teams via the ICS Staff Support Hub

3.3 The majority of short term absences are attributed to cough, cold, flu etc which is not unusual. Short term absences can be more disruptive for services than longer term absence, so levels of absence, patterns and anyone hitting triggers for high levels of absence are monitored by managers with advice from their HR Advisors, and supportive measures are put in place wherever possible.

3.4 Details of reasons for long and short terms absence for the last twelve month rolling period can be seen below:



CCC Short Term Absence Reasons, FTE days (Oct 2022 - Sept 2023)



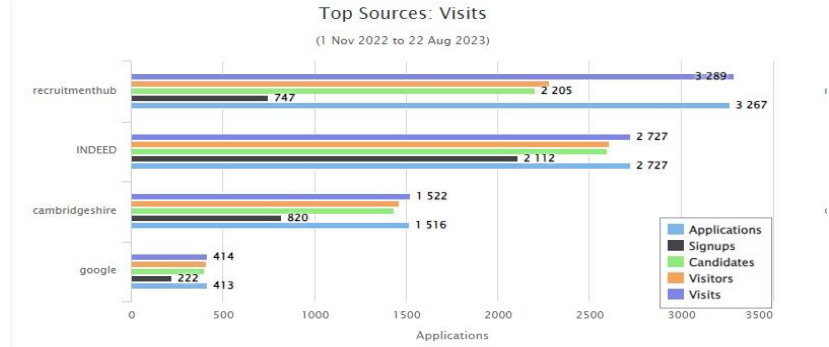
3.5 **Workforce Data.** As well as using our workforce information to inform strategy and people related project work, the HR Advisory team meet with Directors and Directorate management teams on a regular basis to review the data relevant to their services. Dashboards are provided enabling each directorate to have an overview and understanding of the absence trends, turnover and cases such as performance management, disciplinary and workplace concerns that are happening across their services. The workforce data helps to inform solutions and mitigation for potential workforce challenges.

4.0 Resourcing

- 4.1 Following a restructure of the HR Service in 2022, capacity was diverted from existing resources to increase the Recruitment and Retention team. The team was previously established to support only the children’s and adult social care teams where there is high turnover and volume of recruitment. However, recruitment and retention is now one of the most significant challenges for all services and in recognition of this the team is now resourced to provide professional recruitment advice across the whole organisation.
- 4.2 A new Recruitment Hub system has been live since November 2022 and has seen the reach into the employment market increase through the ability to post vacancies across a number of sites and therefore increase the number of candidates.
- 4.3 Improved application processes have led to barriers being removed which previously may have deterred candidates from applying. A review of the candidate journey and the managers role in the process was completed as part of the new system introduction and training is run continually and is always well attended.
- 4.4 Whilst data from the previous system was not available the new system is able to give us a wealth of statistics. The table below shows figures from June 2023 and we will monitor trends in the data now that we have the ability to do so.

Recruitment System Stats

	Total since November 22
Number of jobs published	731
Applications Started	14088
Applications submitted	9956
Offers made	704
Checks complete candidates hired	504



Top 5 most applied for roles

Role Details	Application Count
Financial Management Graduate Training Scheme... Ref: Ref/3472/2206	254 in total
Junior Insight Analysts Ref: Ref/1728/2236	148 in total
Reablement Support Worker Ref: Ref/1661/444	135 in total
Children's Information and Advice Officer MAS... Ref: Ref/233/821	132 in total
Financial Management Associate and Internal A... Ref: Ref/3472/780	130 in total

5.0 Current and Future Challenges

- 5.1 Workforce challenge discussions feature highly on the risks being managed across all parts of the organisation in a way that they have not before. Historically we have grappled with the challenges of finding people for some key areas such as Reablement, Social Work, Planners and Highways Engineers, but now these challenges are faced more widely and indeed more acutely. The HR teams working closely with Directorate Management Teams to develop clear plans for addressing the areas that are most affected through bespoke recruitment campaigns.
- 5.2 Growing our own – we continue to increase our investment in apprenticeships and will be launching our social care development academy in November. These are some of the ways we are focussing on providing opportunities for people to join our workforce and 'earn as they learn'. This is without doubt the most productive way we can develop the skills and talent that we need for the future and is an area where we are continuously looking for options to expand this offer and activity.
- 5.3 We are committed to increasing the diversity of our workforce and as part of that we must fully understand the diversity of the people that we already employ and any barriers to progression and development that they face. We have been working with the IDEAL committee to share the message that this information is vital to us fully understanding the experience of all colleagues across the Council.
- 5.4 We will continue to focus on identifying and removing any barriers to the recruitment and onboarding process to provide a better experience and to encourage more diversity in the applicants and appointments that we make through external recruitment and internal movement.
- 5.5 Recognising the difficulties that the wider environment and particularly the cost of living crisis has had and continues to have on our workforce is important. We continue to build

our Wellbeing Hub to provide a broad range of support for colleagues including a section on Financial Wellbeing, and respond to emerging challenges that people face.

- 5.6 Our workforce have greater expectations of what their experience should be like at work, and rightly so, so we have to work harder to make sure that their experience is as positive as possible, and provides the opportunities for growth and development that people are seeking to make sure that the Council is regarded as a good employer and a great place to work.
- 5.7 Responding positively to the messages from the recent employee engagement survey carried out will be critical in addressing the levels of engagement and satisfaction reported and this will be managed alongside the People Strategy to make sure that a comprehensive plan is in place, with strong leadership from the Corporate Leadership Team.
- 5.8 The full report in February will set out the activity and progress against the key areas of the People Strategy 2023 – 2028 approved by Full Council earlier this year.

6.0 Source Documents

- 6.1 [Staffing and Appeals Committee - February 2023](#)

Gender Pay Gap Update

To: Staffing and Appeals Committee

Meeting Date: 7th November 2023

From: Service Director: HR Services

Outcome: To provide Committee with a detailed analysis of the 2022 Gender and Ethnicity Pay Gap data, as published in March 2023, and of actions taken and that are planned to continue to reduce our pay gaps.

Recommendation: The Committee is asked to take note of the information contained in the report.

Officer contact:
Name: Anna Syson
Post: Head of Workforce Policy and Wellbeing
Email: Anna.Syson@Cambridgeshire.gov.uk

1. Background

- 1.1 Gender Pay Gap reporting is a statutory requirement set out in The Equality Act 2010 (Gender Pay Gap Information Regulations 2017). We have reported our gender pay gap annually since 2018.
- 1.2 The gender pay gap shows the difference in average hourly earnings between males and females. It is different to equal pay, which means males and females must be paid the same for equal or similar work. 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 and Proportion of males and females in each pay quartile.
- 1.3 This report follows on from the report that was presented to Members in March 2023 that outlined and explained our gender pay gap data from the period April 2021 to March 2022.
- 1.4 This report provides Members with a follow up detailed analysis into our 2022 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 31st March the year prior to publication, therefore this report covers data extracted for the year ending 2022.

2. Summary of analysis

- 2.1 **Headcount:** As of 30th March 2022 (snapshot date), our headcount was 4643. 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, meaning 79% of our workforce is female.
- 2.2 **Gender pay gap:** Cambridgeshire County Council reported a mean gender pay gap in March 2022 of 8.8%. Our mean gender pay gap is lower than the national public sector average of 14.9% as reported by the Office for National Statistics (ONS). It should be remembered that although reported in March each year, the data is in fact a snap-shot of the workforce in the previous March. The mean average can often fluctuate if there is a large distribution between the highest and lowest salary values. The median average is often seen as the preferable measure, identifying the middle value in a range of ordered values. The Council's median average gender pay gap in 2022 is 8.2% which is comparable to the national public sector median average (ONS).
- 2.3 **Quartiles:** Breaking down the pay data into quartiles we are able to show the percentage of male and female full-pay relevant employees in four equal-sized groups based on hourly pay. 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. Women occupy 73.6% of the highest paid jobs and 83.6% 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.

- 2.4 **Year comparison:** 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.
- 2.5 **Pay by grade:** Through analysing our data we are aware that there are proportionately more males than females in P&M and in Leadership positions. This suggests that work still needs to be done to increase the opportunities and encourage females to progress into senior management and director positions within the Council to be truly representative of the wider employee population.
- 2.6 **Gender split by salary:** 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. 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. Analysis shows 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.
- 2.7 **Benchmarking:** In 2022, the ONS reported a national gender pay gap of 14.9%, a decrease from 15.4% in 2021. Locally, the mean and median average gender pay gaps of neighbouring local authorities demonstrates that averages differ considerably. The average mean gender pay gap for eight local authorities¹ (including Cambridgeshire) was 8.64% and the average median was 8.49%. This shows 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 other councils.
- 2.8 **Actions:** Actions taken in the lead up to the snapshot date (March 2022) have been detailed in the appendix, along with what action has been taken since then. Actions that will form part of the People Strategy and EDI Strategy Actions plans have been outlined as both strategies steer our workforce activity and should have an impact on closing these pay gaps.

3. Appendices

- 3.1 Appendix 1 – Cambridgeshire County Council Pay Gap Analysis

4. Source Documents

- 4.1 [Staffing and Appeals Committee meeting 24/03/2023](#)

¹ Buckinghamshire, Derbyshire, Essex, Lincolnshire, Norfolk, Staffordshire and Suffolk

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 31st 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 31st 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.

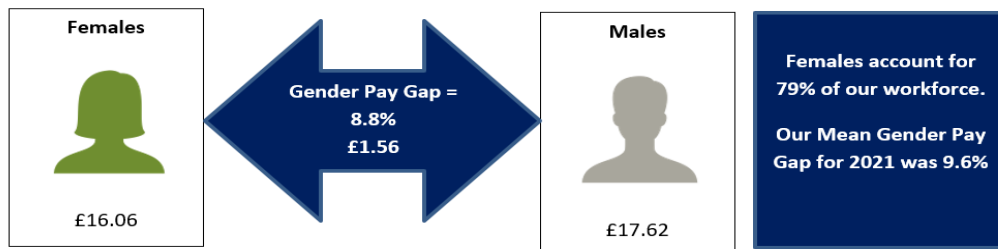


Figure 1 – Mean Gender Pay Gap in Hourly Pay 2022

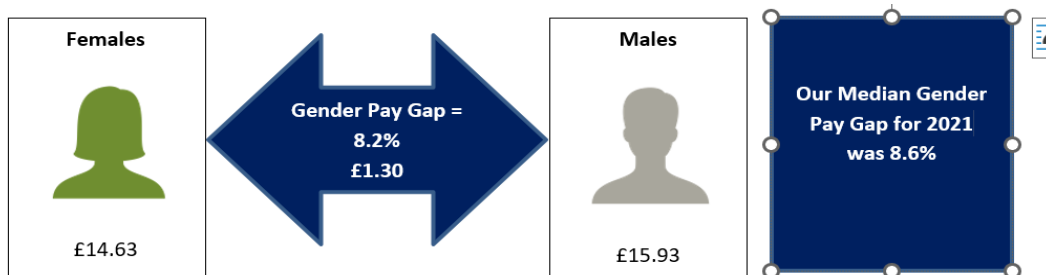


Figure 2- Median Gender Pay Gap 2022

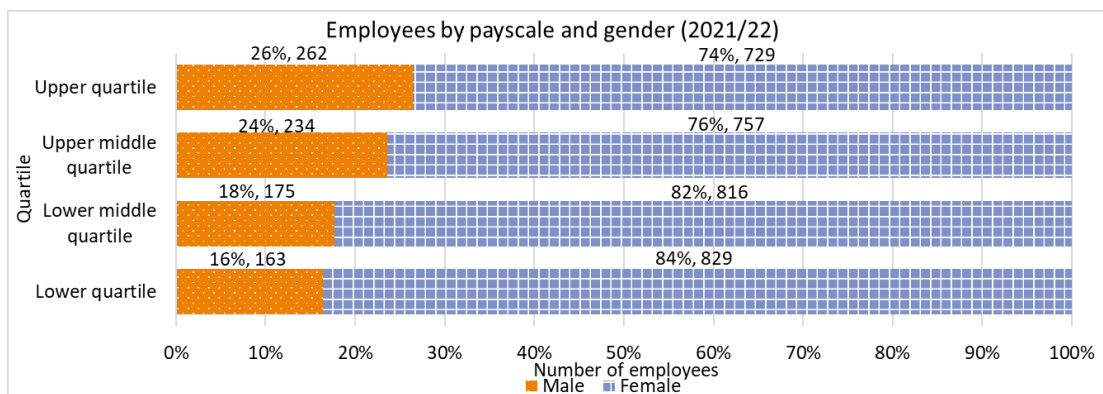


Figure 3- Proportion of males and females in each pay quartile 2022

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.

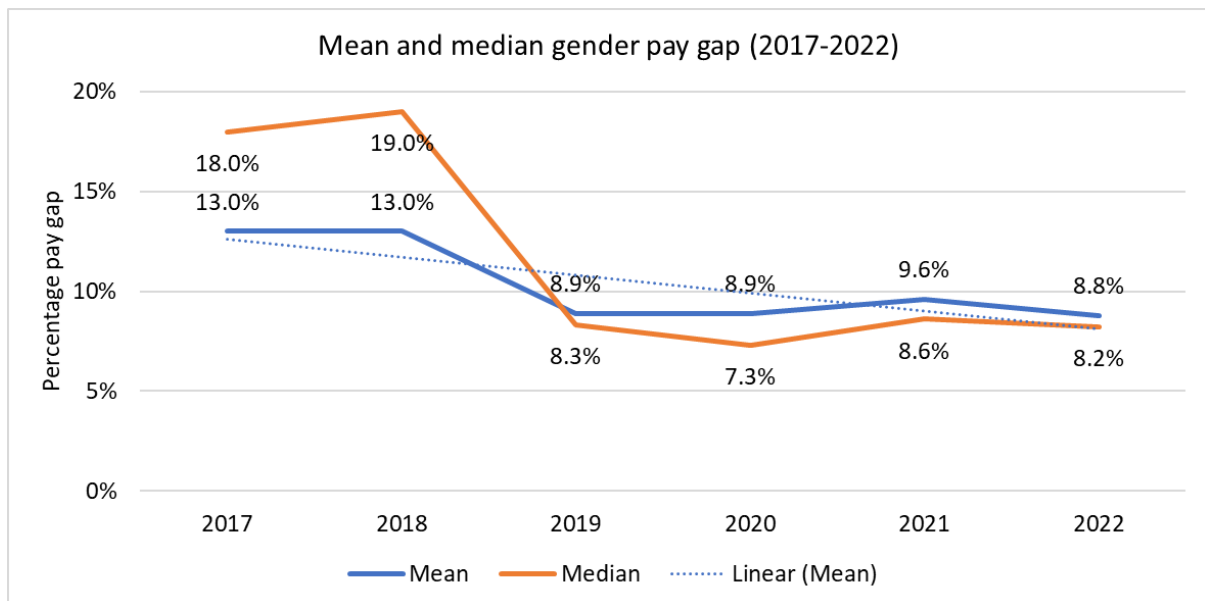


Figure 4- Mean and Median Gender pay gap by year

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
Cambridgeshire County Council	8.8
Essex County Council	9
Norfolk County Council	9.03
Derbyshire County Council	11.7
Suffolk County Council	12.2
Average of all	8.64

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
Cambridgeshire County Council	8.2
Norfolk County Council	8.58
Essex County Council	11.5
Suffolk County Council	13.8
Derbyshire County Council	16.9
Average of all	8.49

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)¹ 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

¹ [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 hour². 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
Total	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	
NJC	£18,516 - £32,798	466	19%	1985	81%
Professional and Management	£36,333 - £78,893	313	27%	867	73%
Leadership	£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.

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

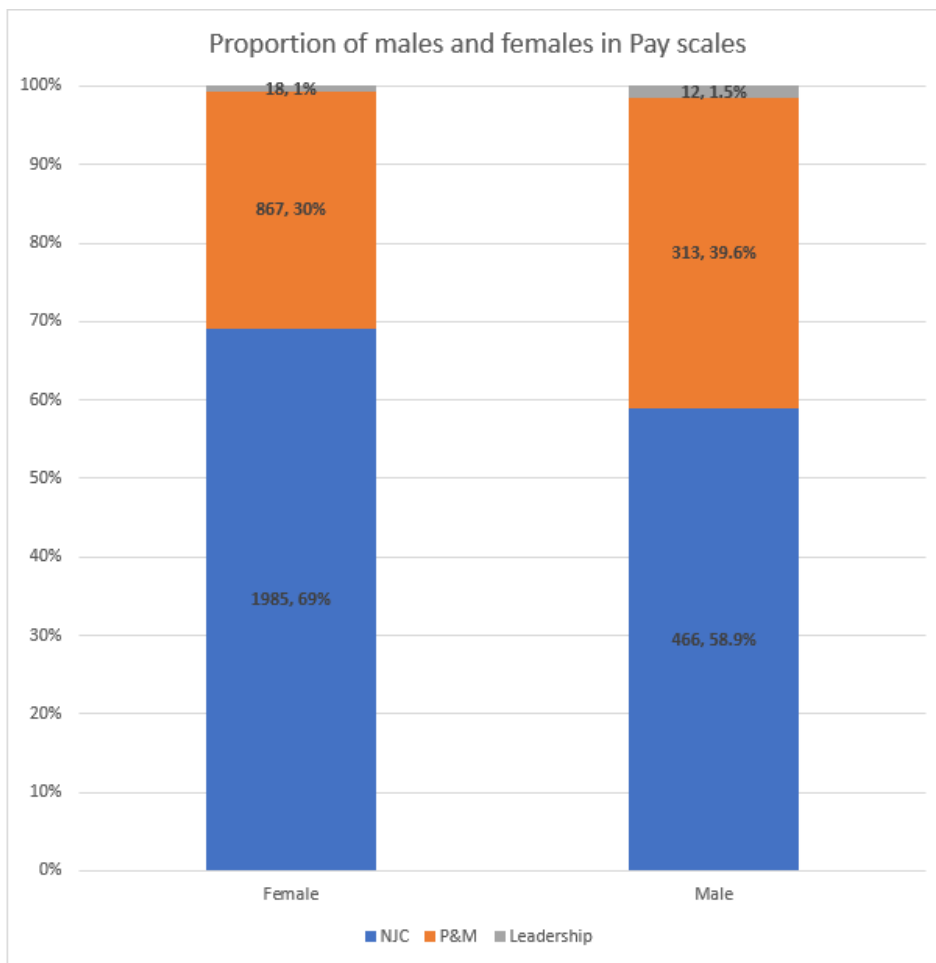


Figure 5 – Breakdown of Gender in each pay scale

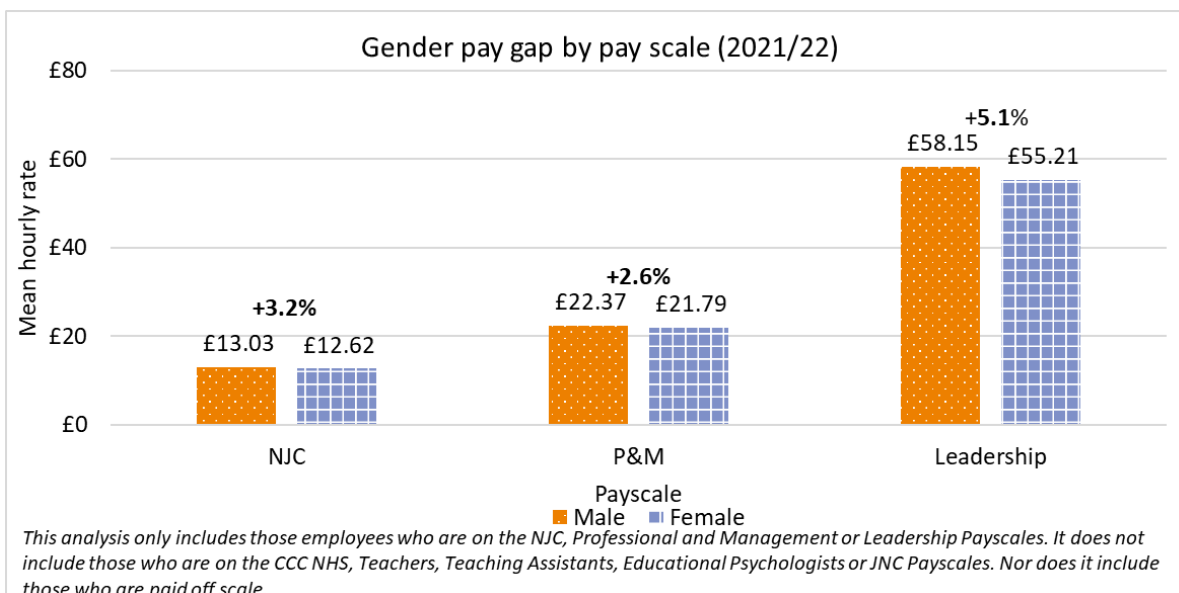


Figure 6 – Breakdown of mean hourly rate by pay scale

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.

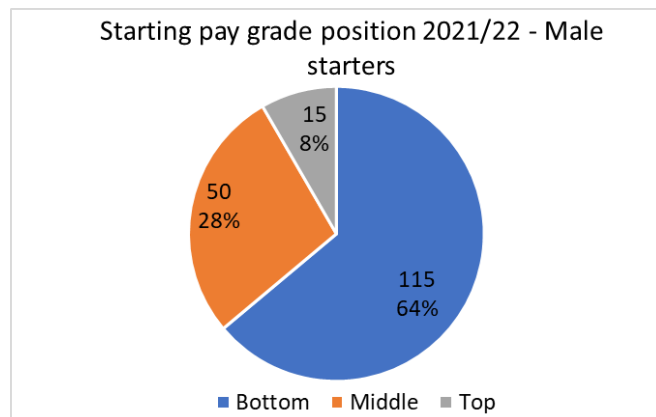


Figure 7- Starting pay grade position 2021/22 - Male

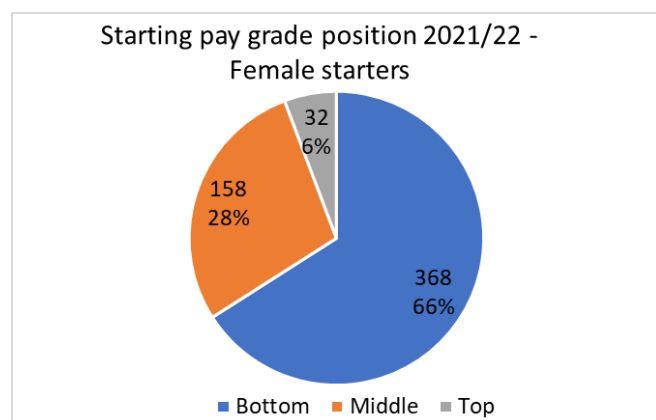


Figure 8- Starting pay grade position 2021/22- Female

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
Total	276	6.0%	1986	43.0%	1338	29.0%	1018	4618

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

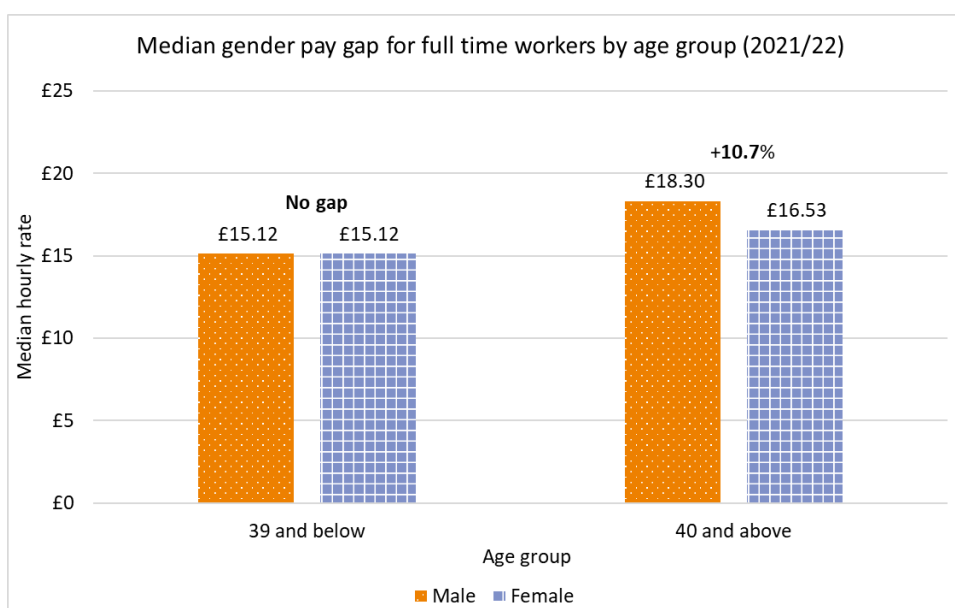


Figure 11 – CCC Median gender pay gap by age group (2021/22)

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 ONS³ 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.

Mean Ethnicity Pay Gap 3.1%	Median Ethnicity Pay Gap 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

³ [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).

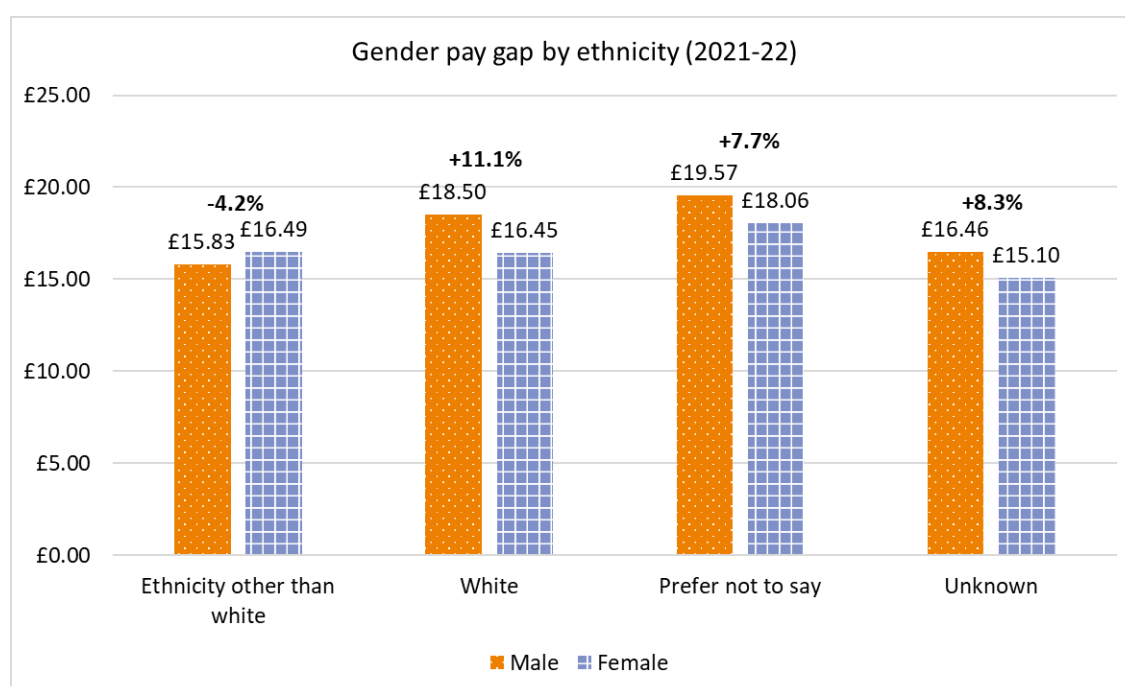


Figure 13 – Gender and ethnicity pay gap

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).

