

# **COUNCIL MEETING**

## **AGENDA**

**16th March 2021**

**Virtual Meeting**

# Cambridgeshire County Council Notice of Meeting

The meeting of the County Council will be held on Tuesday 16th March 2021 at 10.30a.m.

## COVID-19

During the Covid-19 pandemic Council and Committee meetings will be held virtually for Committee members and for members of the public who wish to participate. These meetings will be held via Zoom and Microsoft Teams (for confidential or exempt items). For more information please contact the clerk for the meeting (details provided below).

## Agenda

Apologies for Absence

1. Minutes – 9th February 2021 (previously circulated)  
[available at [County Council meeting 09/02/2021](#)]
2. Chairman’s Announcements (oral)
3. Declarations of Interests (oral)  
[[Guidance for Councillors on declaring interests is available here](#)]
4. Public Question Time (oral)  
  
To receive and respond to questions from members of the public in accordance with Council Procedure Rule 9.3. and the Council’s Virtual Meeting Protocol
5. Petitions (oral)  
  
To receive petitions from the public in accordance with Council Procedure Rule 9.4. and the Council’s Virtual Meeting Protocol
6. Senior Manager Pay Data and Pay Policy Statement 2021/2022 and Pay Gap Reporting (pages 8-25)
7. Appointment of the Chairman/woman of the Audit and Accounts Committee and Health and Wellbeing Board (oral)
  - Audit and Accounts Committee - Councillor Terry Rogers
  - Health and Wellbeing Board – Councillor Steve Criswell
8. Appointment to Outside Bodies (pages 26-28)

9. Motions submitted under Council Procedure Rule 10

a) Motion from Councillor Dupré

This council is proud to be a partner in Natural Cambridgeshire, the Local Nature Partnership for Cambridgeshire and Peterborough which launched its Doubling Nature vision last year. Achieving the vision depends on collaborative partnerships and the sharing of the vision with a wide range of stakeholders, including various agencies, organisations, communities, landowners, farmers and developers.

The proposed Fens Biosphere zone stretches from Wisbech in the north to Cambridge in the south, and from the county's western border to its eastern border. It includes the core zones of Holme Fen, Woodwalton Fen, the Nene Washes, the Ouse Washes, Wicken Fen, and Chippenham Fen. It encompasses large areas of farmland, a rich natural environment, historic scheduled monuments, and opportunities for tourism and outdoor recreation. Biosphere status offers to help address particular challenges including the management of water and peatland.

Biosphere status is awarded by UNESCO to unique and valuable landscapes such as the Fens. Biospheres connect people, economies, and nature to secure a future where all can thrive, meeting the needs of current and future residents and working towards providing secure and happy futures for all. Biospheres aim to improve the natural environment, using new ideas, science, and technology to explore new ways of living every day in ways that solve global challenges.

Following the sustained work of a multi-agency partnership coordinated by Cambridgeshire ACRE, the proposed Fens Biosphere was awarded Candidate Status by UK Man and the Biosphere (UK MAB) on behalf of UNESCO in November 2019, opening the real possibility that the Fens Biosphere could become the UK's eighth UNESCO Biosphere designation—one of 714 in 129 countries, the only lowland Biosphere in the UK, and the only Biosphere in the East of England.

In order to gain UNESCO Biosphere designation, the Biosphere initiative must demonstrate evidence of widest public support through extensive public consultation and there is an additional requirement that young people be involved. Since being awarded candidate status, the Biosphere Project has therefore embarked on a thorough programme of consultation with local communities and businesses, including a conference in January 2021 attended by 164 participants.

Designation also requires the support of local authorities. Although several local authorities within the candidate area have voiced support, it is a requirement that this support be demonstrated through formal endorsement.

This Council therefore

- recognises the value of the Fens Biosphere and formally supports its request for UNESCO Biosphere designation;
- authorises the Chief Executive to write formally to convey its support;
- authorises the championing of the Fens Biosphere initiative by asking the Chief Executive to write to all relevant local authorities to encourage them to do the same

[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]

b) Motion from Councillor McDonald

Officers have recently confirmed the out-standing loans to This Land Ltd are £112m, yet it remains unclear how many houses have been built or planned to be built over the next 5 years. The Council therefore calls for a full update and overview of the plans over the next 5 years to build out and sell the existing portfolio.

[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]

c) Motion from Councillor Meschini

Looking back on the business plan this Council passed at its meeting of the 9th February 2021, we note that, since the start of the covid pandemic in March 2020, this Council has been in receipt of emergency covid funding from government for a total of £67m. This represents 16.5% of this Council's net revenue budget.

When the Revenue Support Grant (RSG) was introduced in 2013, it accounted for 20.8% of the Council's total service budget. Since then, the RSG was phased out with nothing to replace it except for a number of grants.

The covid pandemic has exposed the need for sustainable government funding to carry local authorities through this pandemic and beyond. It has also exposed the effects of this government's failure to update – despite intensive lobbying on the subject – the funding formula for Cambridgeshire.

Cambridgeshire, as a fast growing area of the UK, makes a positive contribution to the national Gross Value Added. A fairer assessment of the funding formula should be based on and account for the rising demand for social care and children's services, the growth in older population, and the rising deprivation as a result of incomes being affected by the pandemic.

The upcoming census will 'reset' population statistics from 2021. The Council should ask the Ministry of Housing, Communities and Local Government to update funding allocations to reflect the results of the census as and when available as the current 2011-based projections significantly understate population growth in Cambridgeshire.

This Council instructs the Chief Finance Officer to write to the Secretary of State for Housing, Communities and Local Government asking to make representations to the Treasury for a review of the funding formula for Cambridgeshire.

This Council also asks the Chief Executive to ask the Local Government Association to conduct an independent inquiry into the distribution of government funds as per the funding formula among a) shire counties and b) urban areas, cities and boroughs, to assess the levels of equality and fairness among those types of authorities.

[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]

d) Motion from Councillor Scutt

The 2020/2021 Real Living Wage rates were set down by the Living Wage Foundation as £9.50 per hour, being an increase of 20p for each hour of paidwork. This meant that as at November 2020, more than 250,000 employees of Real Living Wage employers would benefit, the final implementation date of the rise being set as 6 May 2021. This contrasts with the compulsory National Living Wage, which is set at £8.72 per hour, applicable to all paidworkers over 25 years of age only.

The Cambridgeshire County Council is not a Real Living Wage employer.

The contrast of the Real Living Wage (RLW) with the compulsory National Living Wage in terms of benefit to employer and employee is apparent. The RLW is determined on a calculation of cost of living based on a basket of ordinary, everyday household goods and services necessary for an ordinary, everyday household to live.

The National Living wage (NLW), in contrast, is based on a target of 60% of median earnings. It exists as the fifth tier of a complicated scheme which comprises the mandatory National Minimum Wage regime (with rates as from 1 April 2020 – revised annually):

- Adult rate (21 years and above – upper limit now 24 years) - £8.20
- Development rate (18-20 years) - £6.45
- Youth rate (16-17 years) - £4.55
- Apprentices (aged below 19 years or, for those in the first year of an apprenticeship, aged above 19 years) - £4.15
- NLW workers aged 25 years and above (not being in the first year of an apprenticeship) - £8.72

The County Council complies with its mandatory obligations under statute in paying the National Living wage. On 1 April 2019 the County Council commenced paying the National Joint Council (NJC) pay rates up to S02 level, so that since that date the County Council paid the NJC rate commencing at £9.00 per hour. In 2019, that overlapped with the Living Wage Foundation's then Real Living Wage (RLW) rate of £9.00 per hour. At that time, however, there was no assurance that this coincidence in rates would continue, and indeed it has not for the NJC rate for 2020-2021 is now £9.25.

Since commencement of the first lockdown in March 2020, more than 800 employers have joined the almost 7000 total employers accredited as Living Wage employers by the Living Wage Foundation. There is every good reason for the Council to join them by paying the RLW and making application to the Living Wage Foundation to become an accredited RLW employer:

- In 2019, the Council was paying the same amount per hour as the RLW by paying the NJC rate;
- The RLW recognises that a distinction between workers' wage rates based on age is fallacious and damaging to young workers who bear the same burden of household costs – there are no distinctions, for example, on the basis of age in

- the cost of household soap, potatoes or bread, sanitary items or toilet rolls, toothpaste, tea bags or vitamins;
- The RLW as set for 2020-2021 recognises that the impact of the pandemic on households, workers and families must be taken into account;
  - This link to a Report – The Living Wage Employer Experience, Edmund Heery, David Nash, Deborah Hann provides an insight into the benefits accruing to RLW employers and employees: [Microsoft Word - Survey Report Final Draft KC.DOCX \(livingwage.org.uk\)](#) (accessed 24 February 2021)

The County Council therefore resolves that in light of the benefits to it as an employer and to Council employees:

1. That Cambridgeshire County Council adopts the Real Living Wage and becomes a committed Real Living Wage employer, so that it pays to all its employees now and for the future the Real Living Wage in accordance with the wage rates set by the Real Living Wage scale.
2. That the Cambridgeshire County Council seeks accreditation to the Living Wage Foundation.

[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]

e) Motion from Councillor Nethsingha

This Council thanks all those Members who are stepping down at the coming election for their public service to the people of Cambridgeshire. Being a Councillor is both an honour, and also hard work. Many of those who are stepping down have been councillors for many years. Whatever their political views, they deserve thanks for the service they have given to their residents and this council.

[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]

## 10. Questions

- (a) Cambridgeshire and Peterborough Combined Authority Overview and Scrutiny Committee (Council Procedure Rule 9.1) (to follow)
- (b) Questions on Fire Authority Issues (pages 29-32)  
Report of the Cambridgeshire and Peterborough Fire Authority.

(c) Written Questions (Council Procedure Rule 9.2)

(oral)

To note responses to written questions from Councillors submitted under Council Procedure Rule 9.2.

Dated 8th March 2021

Fiona McMillan  
Monitoring Officer

For more information about this meeting, please contact Michelle Rowe at the County Council's Democratic Services on Cambridge (01223) 699180 or by email at: [michelle.rowe@cambridgeshire.gov.uk](mailto:michelle.rowe@cambridgeshire.gov.uk)

## Senior Manager Pay Data and Pay Policy Statement 2021/2022 and Pay Gap Reporting

To: County Council

Date: 16th March 2021

From: Chief Executive

Purpose: The purpose of this report is to review the data due to be published on senior employee remuneration to ensure compliance with:

- The Local Government Transparency Code 2015
- Chapter 8 of the Localism Act 2011
- Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

Recommendation: Full Council is asked to approve the Chief Officer Pay Policy Statement 2021/2022 and the Pay Gap report 2021.

### Officer contact:

Name: Janet Atkin  
Post: Assistant Director HR Services  
Email: Janet.Atkin@Cambridgeshire.gov.uk  
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### Member contacts:

Names: Councillor Joshua Schumann  
Post: Chairman of the Staffing and Appeals Committee  
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## 1.0 Background

- 1.1 In 2015, the Secretary of State for Communities and Local Government issued The Local Government Transparency Code 2015. The code sets out the key principles in making local authorities more transparent and accountable to local people. The Council has been proactive in its compliance with this code.
- 1.2 In addition, under the Localism Act 2011, Local Authorities are required to prepare a Chief Officer Pay Policy Statement for each financial year. This policy statement must be approved by a resolution of the authority, i.e. full Council, and is required to be published by 31 March.
- 1.3 The Equality Act 2010 provides the legislation by which we are required to publish a number of calculations that show the difference between the average earnings of men and women in our Council; it does not involve publishing individual employees' data. The data used for the calculations is the Council's pay data as of 31st March 2020.
- 1.4 At the Full Council meeting in July 2020, our Councillors gave their full backing to tackling racial inequality and racism within the Council and unanimously agreed a motion that racism in all forms, both structural and in individuals, is a serious problem and set out a number of specific actions to address this. One of these actions is to report annually on the Council's ethnicity pay gap, and this has been included in the pay gap report outlined in Appendix 3.

## 2.0 Current Position

- 2.1 In accordance with the Local Government Transparency Code 2015, we publish on the Council's website:
  - The names of employees paid £150,000 and above.
  - The post title, team, grade, salary range, (in £5000 brackets) and salary ceiling point for the top 3 tiers of the organisation, along with details of whether the appointments are permanent or temporary.
  - The post title, grade and salary range of employees earning £50,000 and above.
  - The 'pay multiple' – the ratio between the highest paid salary and the median salary of the authority's workforce.
  - Details of vacancies via the jobs portal.

## 3.0 Senior Officer Pay Data

- 3.1 The senior manager pay data is provided in Appendix 1.
- 3.2 There are currently four posts in the organisation that are paid more than £150,000. These are:
  - Chief Executive, Gillian Beasley with a salary of £173,596. This post is shared with Peterborough City Council on a 50/50 basis therefore

Cambridgeshire pay 50% of this salary. The post is hosted by Peterborough City Council and therefore appears on their payroll.

- Rachel Stoppard, the Chief Executive of the Greater Cambridge Partnership (GCP) with a salary of £169,999 (this is made up of basic salary of £146,930 and an additional market factor payment). The Greater Cambridgeshire Partnership is an independently operated entity. The Partner Authorities jointly support GCP with the majority of the GCP funding coming from a central government grant. The Greater Cambridgeshire Partnership is not an employer in its own right, their employees are hosted by Cambridgeshire County Council.
- Wendi Ogle-Welbourne, Executive Director, People and Communities with a salary of £153,898. This post is shared with Peterborough City Council on a 50/50 basis therefore Cambridgeshire pay 50% of this salary. The post is hosted by Peterborough City Council and therefore appears on their payroll.
- Stephen Cox, Executive Director, Place & Economy with a salary of £151,599. Stephen is paid on the Cambridgeshire payroll but the post is shared with Peterborough City Council on a 50/50 basis therefore Cambridgeshire pay 50% of this salary.

3.3. There are 35 posts in Tier 1 to 3 of the organisation. This compares to 29 in the previous year. In addition to the Chief Executive 19 posts in Tiers 1 to 3 are shared with Peterborough City Council.

3.4 There are currently 156 officers with total earnings of £50,000 or above. This is an increase of 27 posts compared to the previous year. This is partly accounted for by the annual cost of living pay uplift which has increased the number of employees that are over the 50K threshold. There are also more instances where employees on grades P2-P4 are taken over the 50K threshold by the additional elements of pay received in addition to their basic salary such as overtime payments and allowances.

3.5 13 posts paid over £50,000 are shared with Peterborough City Council.

3.6 The current median salary of the organisation is £27,041, this is very similar to the median salary in the previous year which was £27,905. The ratio of the Chief Executive's salary to the organisations median salary is 1:6. This is the same ratio as in the previous year.

3.7 The current mean salary for the organisation is £29,463. This is a slight decrease of £586 from the mean salary of £30,049 in the previous year.

#### 4.0 Chief Officer Pay Policy Statement

4.1 A copy of the Chief Officer Pay Policy Statement is provided in Appendix 2. This has been updated to reflect changes in job titles and responsibilities.

## 5.0 Gender Pay Gap

- 5.1 Gender pay reporting is used to assess the levels of gender equality in the workplace and the balance of male and female employees at different levels of the Council.
- 5.2 The data shows the Council's mean gender pay gap is 7%. Last year our mean gender pay gap was 8%.
- 5.3 The Council's median gender pay gap is 9%. Last year our median gender pay gap was also 9%.
- 5.4 The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary. The mean gender pay gap is the difference between the average hourly earnings of men and women.

## 6.0 Ethnicity Pay Gap

- 6.1 National consultation on the potential reporting of an ethnicity pay gap closed in January 2019 and an outcome has not yet been released. It is likely that reporting an ethnicity pay gap will be a mandatory requirement in future but when and how this will work, with organisations using different classifications, and that disclosing their ethnic origin is voluntary for employees, remains to be defined by Central Government. As such, the method in which we report the ethnicity pay gap may differ in future from how we have approached it in this report if reporting becomes legislative with defined criteria.
- 6.2 Our ethnicity pay gap is calculated in a similar format to the gender pay gap process, comparing the number of employees disclosing their ethnicity against the earnings of employees who are white, and excluding those who have opted to 'prefer not to say' or who have not disclosed any information on their ethnicity.
- 6.3 The data shows the Council's mean ethnicity pay gap is 2.5%.
- 6.4 The Council's median ethnicity pay gap is -2.9% therefore our pay gap is in favour of employees who have disclosed they are of an ethnic origin other than "white".
- 6.5 Whilst it is pleasing that the median ethnicity pay gap in particular is positive, it should be noted that the figures could be skewed as we do not hold data for 1 in 4 of our employees. Further efforts have been made to encourage people to share this information, in a joint approach with the Equality and Diversity Network, and the message has been reissued with a recent employee engagement survey on Equality, Diversity and Inclusion.

## 7.0 Progress Against Actions

- 7.1 The actions developed to reduce our gender pay gap are managed by the Council's People Strategy Implementation Board. This action plan will be updated to incorporate ethnicity pay gap actions once the Council's ethnicity data becomes more complete and we are able to identify any themes or areas of concern in the data.
- 7.2 Members will continue to be updated on progress against these actions through an annual review at Staffing and Appeals Committee.

## 8.0 Source Documents

- 8.1 The Local Government Transparency Code 2015  
Chief Officer Pay Policy Statement  
Pay Gap Report

## APPENDIX ONE – TIER 1- 3

| Tier   | Position (post holder details are only given for posts with an FTE salary of above £150,000) | Directorate                        | FTE salary in £5K bands (except for roles with an FTE salary of £150,000 and above) | Bottom of pay grade for the position | Top of pay grade for the position | Employment Type | Notes   |
|--|--|------------------------------------|---|--------------------------------------|-----------------------------------|-----------------|---|
| <b>Tier 1</b>  | Chief Executive, Gillian Beasley   | CEX                                | £173,596  | 160,367                              | 178,370                           | Permanent       | Role shared with PCC - paid on PCC payroll  |
| <b>Tier 2</b>  | Director of Public Health  | Public Health                      | 95,000 - 99,999   | 79,870                               | 107,681                           | Permanent       | Role shared with PCC - paid on CCC payroll  |
|  | Director of Customer & Digital Services  | Customer & Digital Services        | 115,000 - 119,999   | 106,800                              | 124,296                           | Permanent       | Role shared with PCC - paid on CCC payroll  |
|  | Chief Finance Officer  | Resources                          | 135,000 - 139,999   | 120,683                              | 138,178                           | Permanent       |   |
|  | Executive Director, People and Communities, Wendi Ogle-Welbourn                              | People and Communities             | £ 153,898   | 138,508                              | 160,340                           | Permanent       | Role shared with PCC - paid on PCC payroll  |
|  | Service Director Business Improvement and Development  | Business Improvement & Development | 130,000 - 134,999   | 120,683                              | 138,178                           | Permanent       | Role shared with PCC - paid on CCC payroll  |
|  | Service Director, Legal and Governance   | Corporate                          | 100,000 - 104,999   | 96,220                               | 107,899                           | Permanent       | Role shared with PCC - paid on CCC payroll  |
|  | Joint Executive Director, Place & Economy, Stephen Cox                                       | Place and Economy                  | £ 151,599   | 128,264                              | 151,599                           | Permanent       | Role shared with PCC - paid on CCC payroll  |
| <b>Tier 3</b>  | Service Director, Adults   | People and Communities             | 130,000 - 134,999   | 120,683                              | 138,178                           | Permanent       | Role shared with PCC - paid on CCC payroll  |
|  | Service Director, Community and Safety   | People and Communities             | 125,000 - 129,999   | 113,205                              | 127,586                           | Permanent       | Role shared with PCC - paid on PCC payroll  |
|  | Service Director, Commissioning  | People and Communities             | 120,000 - 124,999   | 120,683                              | 138,178                           | Permanent       | Role shared with PCC - paid on CCC payroll  |
|  | Director of Education  | People and Communities             | 130,000 - 134,999   | 120,683                              | 138,178                           | Permanent       | Role shared with PCC - paid on CCC payroll  |
|  | Service Director, Service Director, Children's & Safeguarding                                | People and Communities             | 125,000 - 129,999   | 113,205                              | 127,586                           | Permanent       | Role shared with PCC - paid on PCC payroll  |
|  | Deputy Director Public Health  | Public Health                      | 85,000 - 89,999   | 69,970                               | 86,631                            | Permanent       | Role shared with PCC - paid on CCC payroll  |
|  | Head of Public Health Business Programmes  | Public Health                      | 50,000 - 54,999   | 42,065                               | 50,479                            | Permanent       | Role shared with PCC - paid on CCC payroll  |
|  | Senior Public Health Consultant  | Public Health                      | 95,000 - 99,999   | 79,870                               | 107,681                           | Permanent       | Role shared with PCC - paid on CCC payroll  |
|  | Consultant Public Health   | Public Health                      | 70,000 - 74,999   | 70,291                               | 85,911                            | Permanent       | Role shared with PCC - paid on PCC payroll  |
|  | Head of Customer Services  | Customer & Digital Services        | 55,000 - 59,999   | 58,893                               | 63,575                            | Permanent       |   |
|  | Assistant Director HR Services   | Customer & Digital Services        | 85,000 - 89,999   | 87,456                               | 99,136                            | Permanent       |   |
|  | Head of Communications and Information   | Customer & Digital Services        | 75,000 - 79,999   | 70,026                               | 75,644                            | Permanent       | Role shared with PCC - paid on CCC payroll  |
|  | Assistant Director IT & Digital Services   | Customer & Digital Services        | 95,000 - 99,999   | 87,456                               | 99,136                            | Permanent       | Role shared with PCC - paid on CCC payroll  |
|  | Insurance and Risk Manager   | Resources                          | 50,000 - 54,999   | 49,268                               | 53,170                            | Permanent       |   |
|  | Head of Finance  | Resources                          | 75,000 - 79,999   | 70,026                               | 75,644                            | Permanent       |   |
|  | Chief Executive Greater Cambridge Partnership, Rachel Stopard                                | Greater Cambridgeshire Partnership | 145,000 - 149,999   | 128,264                              | 151,599                           | Permanent       | The Partner Authorities jointly support GCP. The majority of the GCP funding comes from a central government grant. |
|  | Assistant Director - Property  | Resources                          | 95,000 - 99,999   | 87,456                               | 99,136                            | Permanent       |   |
|  | Transformation Manager   | Business Improvement & Development | 50,000 - 54,999   | 49,268                               | 53,170                            | Permanent       |   |
|  | Transformation Manager   | Business Improvement & Development | 50,000 - 54,999   | 49,268                               | 53,170                            | Permanent       |   |
|  | Transformation Manager   | Business Improvement & Development | 50,000 - 54,999   | 49,268                               | 53,170                            | Permanent       |   |
|  | Head of Business Intelligence  | Business Improvement & Development | 70,000 - 74,999   | 70,026                               | 75,644                            | Permanent       | Role shared with PCC  |
|  | Head of Commercial   | Business Improvement & Development | 70,000 - 74,999   | 70,026                               | 75,644                            | Temporary       |   |
|  | Head of Impact and Recovery  | Business Improvement & Development | 60,000 - 64,999   | 58,893                               | 63,575                            | Temporary       |   |
|  | Service Director for Highways and Transport  | Place and Economy                  | 135,000 - 139,999   | 128,264                              | 151,599                           | Permanent       | Role shared with PCC - paid on CCC payroll  |
|  | Programme Director Connecting Cambridgeshire   | Place and Economy                  | 80,000 - 84,999   | 78,714                               | 90,393                            | Permanent       |   |
|  | Democratic Services Manager  | Corporate Services                 | 50,000 - 54,999   | 49,268                               | 53,170                            | Permanent       |   |
|  | Data Protection Officer  | Corporate Services                 | 60,000 - 64,999   | 59,280                               | 72,453                            | Permanent       | Role shared with PCC - paid on PCC payroll  |
| Note: There is no overlap between the salary points on the pay spine. The employees' current range above illustrates the £5,000 range that their FTE salary falls within and does not take account of the grade starting point or ceiling. |  |                                    |   |                                      |                                   |                 |   |

| <b>OVER £50,000 REMUNERATION</b>                        |                        |                     |                   | <b>Total Remuneration for January - December 2020 in £5K bands (except for roles with total remuneration of 150,000 and above)</b> | <b>Notes</b>  |
|---|------------------------|---------------------|-------------------|--|---|
| <b>Role</b>   | <b>Bottom of grade</b> | <b>Top of Grade</b> |                   |  | <b>Notes</b>  |
| HR Business Partner                                     | 49268                  | 53170               | 50,000 - 54,999   |  |   |
| Operations Manager                                      | 49268                  | 53170               | 50,000 - 54,999   |  |   |
| District Highway Maintenance Manager                    | 43597                  | 46875               | 50,000 - 54,999   |  | Total remuneration was above the top of the grade due to payments received in addition to basic salary (Emergency Call Out Rota and Overtime)                         |
| Transport Assessment Manager                            | 43597                  | 46875               | 50,000 - 54,999   |  | Total remuneration was above the top of the grade due to payments received in addition to basic salary (Market Supplement)  |
| Early Years Sector Development Manager                  | 58893                  | 63575               | 55,000 - 59,999   |  |   |
| Principal Child and Family Social Worker                | 49268                  | 53170               | 50,000 - 54,999   |  |   |
| Strategic Audit Manager                                 | 58893                  | 63575               | 60,000 - 64,999   |  | Role is undertaking work for Rutland/Welland rather than CCC  |
| Service Director Business Improvement and Development   | 120683                 | 138178              | 125,000 - 129,999 |  | Role shared with PCC  |
| Highways Asset Manager                                  | 49268                  | 53170               | 50,000 - 54,999   |  |   |
| Head of Business Intelligence                           | 70026                  | 75644               | 70,000 - 74,999   |  | Role shared with PCC  |
| Head of Service Transfers of Care                       | 70026                  | 75644               | 65,000 - 69,999   |  | Total remuneration below the bottom of the grade as the grade boundaries have increased during the period of reporting.   |
| Strategic Admissions & Attendance Manager               | 58893                  | 63575               | 55,000 - 59,999   |  |   |
| Assistant Director - Education Capital & Place Planning | 96220                  | 107899              | 95,000 - 99,999   |  |   |
| Senior Social Worker                                    | 38447                  | 41412               | 50,000 - 54,999   |  | Total remuneration was above the top of the grade due to payments received in addition to basic salary (AMHP allowance, Shift allowance and Additional hours)         |
| Head of Communications and Information                  | 70026                  | 75644               | 70,000 - 74,999   |  | Role shared with PCC  |
| Service Director Adults                                 | 120683                 | 138178              | 125,000 - 129,999 |  | Role shared with PCC  |
| Primary Adviser   | 58893                  | 63575               | 60,000 - 64,999   |  |   |
| Principal Educational Psychologist                      | 51,538                 | 64,577              | 55,000 - 59,999   |  |   |
| Head of Service Early Years                             | 70026                  | 75644               | 70,000 - 74,999   |  |   |
| Outdoor Education Adviser                               | 49268                  | 53170               | 50,000 - 54,999   |  |   |
| Strategic Education Place Planning Manager              | 58893                  | 63575               | 55,000 - 59,999   |  |   |
| District Manager Early Help                             | 49268                  | 53170               | 50,000 - 54,999   |  |   |
| Early Help Hub Manager                                  | 49268                  | 53170               | 50,000 - 54,999   |  |   |
| Senior Commissioner SEND                                | 49268                  | 53170               | 50,000 - 54,999   |  |   |
| Historic Environment Manager                            | 43597                  | 46875               | 60,000 - 64,999   |  |   |
| Education ICT Manager                                   | 58893                  | 63575               | 60,000 - 64,999   |  |   |
| Highways Maintenance Manager                            | 49268                  | 53170               | 55,000 - 59,999   |  | Total remuneration was above the top of the grade due to payments received in addition to basic salary (Emergency Call Out Rota, Overtime and Weather Check Payments) |
| Senior Social Worker                                    | 38447                  | 41412               | 50,000 - 54,999   |  | Total remuneration was above the top of the grade due to payments received in addition to basic salary (AMHP allowance, Shift allowance and Additional hours)         |
| Educational Psychologist                                | 38,197                 | 56,554              | 55,000 - 59,999   |  |   |
| Head of Service SEND                                    | 70026                  | 75644               | 65,000 - 69,999   |  |   |
| Head of Service Operations                              | 70026                  | 75644               | 65,000 - 69,999   |  |   |
| Access and Inclusion Coordinator (SCC)                  | 38690                  | 41604               | 50,000 - 54,999   |  | Total remuneration was above the top of the grade due to payments received in addition to basic salary (SEN and TLR2 allowances)                                      |
| District Manager Safeguarding                           | 49268                  | 53170               | 50,000 - 54,999   |  |   |
| Manager Sensory Support Team 0-25 years                 | 42195                  | 117197              | 55,000 - 59,999   |  | This role is on the Teachers leadership pay scale, and the top of the grade represents the very top of the whole scale  |
| Lead Teacher  | 38690                  | 41604               | 50,000 - 54,999   |  | Total remuneration was above the top of the grade due to payments received in addition to basic salary (SEN and TLR2 allowances)                                      |

|  |        |         |                   |  |
|--|--------|---------|-------------------|--|
| District Manager Early Help                                    | 49268  | 53170   | 50,000 - 54,999   |  |
| Service Manager Safeguarding                                   | 49268  | 53170   | 50,000 - 54,999   |  |
| Service Manager  | 49268  | 53170   | 50,000 - 54,999   |  |
| Business Manager County Planning Minerals and Waste            | 49268  | 53170   | 65,000 - 69,999   |  |
| Head of Service - Assessment & Care Management (North & South) | 58893  | 63575   | 50,000 - 54,999   |  |
| Programme Director   | 70026  | 75644   | 70,000 - 74,999   |  |
| HR Policy and Projects Team Manager (CCC)                      | 58893  | 63575   | 55,000 - 59,999   |  |
| Senior Adviser for Teaching and Learning                       | 58893  | 63575   | 55,000 - 59,999   |  |
| Assistant Director Adults and Safeguarding                     | 96220  | 107899  | 95,000 - 99,999   |  |
| Transformation Manager   | 49268  | 53170   | 50,000 - 54,999   |  |
| Transformation Manager   | 49268  | 53170   | 50,000 - 54,999   |  |
| Service Manager  | 49268  | 53170   | 50,000 - 54,999   |  |
| Programme Director Connecting Cambridgeshire                   | 78714  | 90393   | 80,000 - 84,99    |  |
| Service Manager  | 49268  | 53170   | 50,000 - 54,999   |  |
| Director of Customer & Digital Services CCC and PCC            | 106800 | 124296  | 110,000 - 114,999 | Role shared with PCC   |
| Head of Customer Services                                      | 58893  | 63575   | 55,000 - 59,999   |  |
| Insurance and Risk Manager                                     | 49268  | 53170   | 50,000 - 54,999   |  |
| Head of Cambridgeshire Music                                   | 49268  | 53170   | 50,000 - 54,999   |  |
| Traffic Manager  | 49268  | 53170   | 50,000 - 54,999   |  |
|  |        |         |                   | Total remuneration is lower than the bottom of the grade as the post holder is a part time employee with a pro-rata salary. This post is shared with Northamptonshire County Council and Milton Keynes Council |
| Head of LGSS Business Planning and Finance                     | 70026  | 75644   | 65,000 - 69,999   |  |
| Primary Adviser  | 58893  | 63575   | 55,000 - 59,999   |  |
| Strategic Improvement Manager                                  | 49268  | 53170   | 50,000 - 54,999   |  |
| Strategic Finance Manager                                      | 58893  | 63575   | 60,000 - 64,999   |  |
| Head of Virtual School   | 58893  | 63575   | 60,000 - 64,999   |  |
| Senior Adviser- Intervention and Safeguarding                  | 58893  | 63575   | 55,000 - 59,999   |  |
| Strategic Finance Manager                                      | 58893  | 63575   | 60,000 - 64,999   |  |
| Head of Service Safeguarding South                             | 70026  | 75644   | 70,000 - 74,999   |  |
| Service Director for Highways and Transport                    | 128264 | 151599  | 135,000 - 139,999 | Role shared with PCC   |
| Head of Youth Support  | 70026  | 75644   | 70,000 - 74,999   |  |
|  |        |         |                   | Total remuneration was above the top of the grade due to payments received in addition to basic salary (AMHP allowance and Shift allowance)  |
| Team Manager   | 43597  | 46875   | 50,000 - 54,999   |  |
| Lead Service Manager Integration and Practice                  | 58893  | 63575   | 60,000 - 64,999   |  |
|  |        |         |                   | Total remuneration was above the top of the grade due to payments received in addition to basic salary (EDT Additional Hours and Shift allowance)  |
| Senior Social Worker   | 38447  | 41412   | 55,000 - 59,999   |  |
| Service Manager  | 49268  | 53170   | 50,000 - 54,999   |  |
| Team Manager Drugs Alcohol and Sexual Health                   | 49268  | 53170   | 50,000 - 54,999   |  |
| Audit and Risk Manager   | 49268  | 53170   | 50,000 - 54,999   |  |
| Head of Finance  | 70026  | 75644   | 75,000 - 79,999   |  |
| Lead Corporate Parenting Manager                               | 58893  | 63575   | 60,000 - 64,999   |  |
| Senior Public Health Consultant                                | 79,870 | 107,681 | 80,000 - 84,99    | Role shared with PCC   |
|  |        |         |                   | Total remuneration below the bottom of the grade as the grade boundaries have increased during the period of reporting.  |
| Head of Disability   | 70026  | 75644   | 65,000 - 69,999   |  |
| Assistant Director   | 87456  | 99136   | 85,000 - 89,999   |  |
| Group Asset Manager  | 58893  | 63575   | 60,000 - 64,999   |  |
| Business Intelligence Manager                                  | 49268  | 53170   | 50,000 - 54,999   |  |
|  |        |         |                   | Total remuneration includes £10k paid for undertaking duties of Deputy Chief Executive   |
| Chief Finance Officer  | 120683 | 138178  | 145,000 - 149,999 |  |
| Service Manager  | 49268  | 53170   | 50,000 - 54,999   |  |
| Transformation Programme Manager                               | 49268  | 53170   | 50,000 - 54,999   |  |

|  |        |         |                   |   |
|--|--------|---------|-------------------|---|
| Senior Social Worker                             | 38447  | 41412   | 50,000 - 54,999   | Total remuneration was above the top of the grade due to payments received in addition to basic salary (EDT Additional Hours and Shift Allowance)   |
| Strengthening Communities Service Manager        | 49268  | 53170   | 50,000 - 54,999   |   |
| Assistant Director HR Services                   | 87456  | 99136   | 75,000 - 79,999   | Total remuneration is lower than the bottom of the post holder's current grade as the post holder moved to a higher graded post part way through the year   |
| District Manager Early Help                      | 49268  | 53170   | 50,000 - 54,999   |   |
| Specialist Teacher                               | 38690  | 41,604  | 50,000 - 54,999   | Total remuneration was above the top of the grade due to payments received in addition to basic salary (SEN and TLR2 allowances)  |
| Senior Adviser Quality Assurance Team            | 58893  | 63575   | 60,000 - 64,999   |   |
| Commission Manager Community Infrastructure      | 49268  | 53170   | 50,000 - 54,999   |   |
| Continuing Healthcare Manager                    | 49268  | 53170   | 50,000 - 54,999   |   |
| Permanency Practice Development Manager          | 49268  | 53170   | 50,000 - 54,999   |   |
| Transport and Infrastructure Strategy Manager    | 49268  | 53170   | 50,000 - 54,999   |   |
| Assistant Director for Infrastructure and Growth | 87456  | 99136   | 85,000 - 89,999   |   |
| IT Portfolio Manager                             | 49268  | 53170   | 50,000 - 54,999   |   |
| Head of Commercial                               | 70026  | 75644   | 50,000 - 54,999   | Total remuneration is lower than the bottom of the post holder's current grade as the post holder moved to a higher graded post part way through the year. Post holder is a part time employee with a pro-rata salary |
| Head of Service Early Help South                 | 70026  | 75644   | 70,000 - 74,999   |   |
| Director of Public Health                        | 79,870 | 107,681 | 100,000 - 104,999 | Role shared with PCC  |
| Safeguarding Manager                             | 49268  | 53170   | 50,000 - 54,999   |   |
| Democratic Services Manager                      | 49268  | 53170   | 50,000 - 54,999   |   |
| Head of Service Schools Intervention             | 70026  | 75644   | 70,000 - 74,999   |   |
| Commission Manager Waste                         | 58893  | 63575   | 55,000 - 59,999   |   |
| Group Manager Transport Strategy and Funding     | 58893  | 63575   | 55,000 - 59,999   |   |
| Business Systems Service & Support Manager       | 49268  | 53170   | 50,000 - 54,999   |   |
| Senior Social Worker                             | 38447  | 41412   | 55,000 - 59,999   | Total remuneration was above the top of the grade due to payments received in addition to basic salary (AMHP allowance, Shift allowance and Additional hours)   |
| Business Intelligence Manager Research           | 49268  | 53170   | 50,000 - 54,999   |   |
| Educational Psychologist                         | 38,197 | 56,554  | 55,000 - 59,999   |   |
| Senior Educational Psychologist ASC, SLCN        | 51,538 | 64,577  | 55,000 - 59,999   |   |
| Team Leader Highway Projects                     | 49268  | 53170   | 50,000 - 54,999   |   |
| Head of IT & Digital Service                     | 70026  | 75644   | 70,000 - 74,999   |   |
| Senior Adviser for Leadership                    | 58893  | 63575   | 55,000 - 59,999   |   |
| HR Business Partner                              | 49268  | 53170   | 50,000 - 54,999   |   |
| Head of Service Early Help North                 | 70026  | 75644   | 75,000 - 79,999   |   |
| Emergency Planning Manager                       | 49268  | 53170   | 55,000 - 59,999   | Total remuneration was above the top of the grade due to payments received in addition to basic salary (Overtime)   |
| Deputy Director Public Health                    | 69,970 | 86,631  | 85,000 - 89,999   | Role shared with PCC  |
| Manager Grafham Water Centre                     | 49268  | 53170   | 50,000 - 54,999   |   |
| Strategic Finance Manager                        | 58893  | 63575   | 55,000 - 59,999   |   |



|   |        |         |                   |  |
|---|--------|---------|-------------------|--|
| HR Business Partner   | 49268  | 53170   | 50,000 - 54,999   |  |
| Head of Commissioning Adult Social Care   | 78714  | 90393   | 75,000 - 79,999   | Role shared with PCC   |
|   |        |         |                   | Total remuneration is lower than the bottom of the post holder's current grade as the post holder moved to a higher graded post part way through the year.   |
| Strategic Education Capital Programme Manager   | 58893  | 63575   | 50,000 - 54,999   |  |
| Head of Impact and Recovery   | 58893  | 63575   | 55,000 - 59,999   |  |
| Senior Delivery Project Manager   | 49268  | 53170   | 50,000 - 54,999   |  |
| Head of Service Countywide and LAC  | 70026  | 75644   | 75,000 - 79,999   |  |
| Strategic Finance Manager   | 58893  | 63575   | 60,000 - 64,999   |  |
|   |        |         |                   | Total remuneration is lower than the bottom of the post holder's current grade as the grade for the role increased part way through the year.  |
| Alternative Education and Inclusion Manager - CCC and PCC   | 58893  | 63575   | 50,000 - 54,999   |  |
| Senior Delivery Project Manager   | 49268  | 53170   | 50,000 - 54,999   |  |
| Youth Offending Service Manager   | 49268  | 53170   | 50,000 - 54,999   |  |
| Client Premises Manager, Maintenance  | 43597  | 46875   | 50,000 - 54,999   |  |
| Operational Lead, Provider Services   | 49268  | 53170   | 50,000 - 54,999   |  |
| District Manager Safeguarding   | 49268  | 53170   | 50,000 - 54,999   |  |
| Head of Adult Safeguarding, Quality & Practice, CCC and PCC   | 70026  | 75644   | 70,000 - 74,999   | Role shared with PCC   |
| Service Director Commissioning  | 120683 | 138178  | 120,000 - 124,999 | Role shared with PCC   |
| Lead Service Manager Operations   | 58893  | 63575   | 60,000 - 64,999   |  |
| Greater Cambridge Partnership Transport Director  | 106800 | 124296  | 120,000 - 124,999 |  |
| Director of Education   | 120683 | 138178  | 125,000 - 129,999 | Role shared with PCC   |
| Waste Partnership Manager   | 49268  | 53170   | 50,000 - 54,999   |  |
|   |        |         |                   | The Partner Authorities jointly support GCP. The majority of the GCP funding comes from a central government grant. This post has remuneration that is higher than the top of the pay scale for the position due to additional elements of pay received on top of basic salary |
| Chief Executive Greater Cambridge Partnership, Rachel Stopard   | 128264 | 151599  | £169,999          |  |
|   |        |         |                   | This post is part of the Greater Cambridgeshire Partnership. The Partner Authorities jointly support GCP. The majority of the GCP funding comes from a central government grant.   |
| Head of Strategy and Programme  | 70026  | 75644   | 70,000 - 74,999   |  |
| Commercial Manager  | 49268  | 53170   | 50,000 - 54,999   |  |
|   |        |         |                   | Total remuneration was above the top of the grade due to payments received in addition to basic salary (Market Supplement)   |
| Strategic Audit Manager   | 58893  | 63575   | 65,000 - 69,999   |  |
| Head of Service Adults Integration  | 58893  | 63575   | 60,000 - 64,999   |  |
| Opportunity Area Programme Manager  | 49268  | 53170   | 50,000 - 54,999   |  |
|   |        |         |                   | This post is part of the Greater Cambridgeshire Partnership. The Partner Authorities jointly support GCP. The majority of the GCP funding comes from a central government grant.   |
| Head of Communications  | 58893  | 63575   | 60,000 - 64,999   |  |
| Service Director, Legal and Governance  | 96220  | 107899  | 100,000 - 104,999 | Role shared with PCC   |
| Lead Practice Improvement Manager   | 58893  | 63575   | 60,000 - 64,999   |  |
| Joint Executive Director, Place & Economy   | 128264 | 151599  | 145,000 - 149,999 | Role shared with PCC   |
| One Public Estate Programme Manager   | 49268  | 53170   | 50,000 - 54,999   |  |
|   |        |         |                   | Total remuneration is lower than the bottom of the post holder's current grade due to a pay increase part way through the year   |
| Head of IT Services (LGSS)  | 70026  | 75644   | 65,000 - 69,999   |  |
| Head of Adult Learning & Skills   | 70026  | 75644   | 75,000 - 79,999   |  |
| Head of Libraries & Community Services  | 58893  | 63575   | 55,000 - 59,999   |  |
| IT Strategy Programme Manager   | 70026  | 75644   | 75,000 - 79,999   |  |
| Commissioning Team Manager Lifestyles and Primary Care  | 49268  | 53170   | 50,000 - 54,999   |  |
|   |        |         |                   | Total remuneration is lower than the bottom of the post holder salary as they started employment with CCC part way through the year  |
| Assistant Director - Property   | 87456  | 99136   | 65,000 - 69,999   |  |
|   |        |         |                   | Total remuneration is lower than the bottom of the post holder salary as they started employment with CCC part way through the year  |
| Head of Commissioning Commercial  | 87456  | 99136   | 55,000 - 59,999   |  |
|   |        |         |                   | Total remuneration is lower than the bottom of the post holder salary as they started employment with CCC part way through the year  |
| Consultant in Public Health   | 79,870 | 107,681 | 50,000 - 54,999   |  |
|   |        |         |                   | Total remuneration is lower than the bottom of the post holder salary as they were employed for part of the year   |
| Head of Transformation  | 70026  | 75644   | 60,000 - 64,999   |  |
| Assistant Director IT & Digital Services  | 87456  | 99136   | 90,000 - 94,999   | Role shared with PCC   |
| Partnerships and Service Development Manager  | 49268  | 53170   | 50,000 - 54,999   |  |
|   |        |         |                   | Total remuneration was above the top of the grade due to payments received in addition to basic salary (Additional Hours, Enhanced Hours and Market Supplement)  |
| Business Manager Growth and Development   | 49268  | 53170   | 55,000 - 59,999   |  |
| <b>Notes</b>  |        |         |                   |  |
| This data shows an employee's total remuneration (which is made up of basic salary and additional elements of pay received)   |        |         |                   |  |
| There is no overlap between the salary points on the pay spine. The employees' current range above illustrates that their salary falls within and does not take account of the grade starting point or ceiling.   |        |         |                   |  |
| There are some positions where an employees total remuneration is above the top value of the grade - this is due to additional payments received in addition to the employee's basic salary for example additional allowances, overtime payments or a market supplement payment |        |         |                   |  |

## Chief Officer Pay Policy Statement – 2021/2022

Effective from 1st April 2021

### 1. Introduction

Cambridgeshire County Council is committed to operating consistent, transparent and equitable pay arrangements for employees and to ensuring equal pay in employment.

This Chief Officer Pay Policy Statement fulfils the Council's statutory requirements under Chapter 8 of the Localism Act 2011 ("the Act") and was agreed by Full Council in March 2020. The Chief Officer Pay Policy applies to all Statutory and Non-Statutory Chief Officers, (including Deputies), of Cambridgeshire County Council. In accordance with the Government's Code of Recommended Practice for Local Authorities on Data Transparency, the Council publishes information on all employees earning £50,000 or above.

### 2. Scope

This Statement details the pay policy and practice in relation to all Statutory and Non-Statutory Chief Officers, (including Deputies) as defined under our Constitution.

### 3. Basic Pay Determination

The pay grade and the terms and conditions that are applied to each post are determined through the process of HAY job evaluation. This is an analytical scheme, which measures the relative size of jobs across the organisation. The key principles underlying our application of job evaluation are:

- Consistently applied across the authority to ensure fairness.
- Applied by appropriately trained and experienced employees.
- Quality assured to ensure that standards are maintained.
- Open and transparent and accessible for employees and their representatives.
- Considers the relative size of jobs and not the postholders or pay grades.
- Wholly dependent on job role, function and accountability.

### 4. Chief Officer Pay (Corporate Leadership Team)

#### Pay Scale

The pay scale for the Corporate Leadership Team is available on our website.

#### Staffing and Appeals Committee

The Staffing and Appeals Committee determines, on behalf of Full Council, application of the pay policy regarding the remuneration of Statutory and Non

Statutory Chief Officers (including Deputies), of the organisation. The Staffing and Appeals Committee comprises 8 members of the Council.

When determining application of the pay policy, the Committee is advised by the Assistant Director HR Services (or his/her nominees). The Committee may, having sought the advice of the above, choose to be advised by an external independent advisor as appropriate.

#### Pay Award

There is no automatic cost of living increase. The Chief Executive, in consultation with the Staffing and Appeals Committee determines the level of increase if any, to be applied to the published pay rates for Chief Officers, by reference to our performance against Key Measurable Targets and overall affordability given the prevailing budget decision. In addition, the national award is used as a benchmark for the cost of living award. Any such recommendation is reported to the Staffing and Appeals Committee.

#### Flexibility for Non-Consolidated Payments

The Staffing and Appeals Committee has the flexibility to award one off non-consolidated performance awards. These are applied in exceptional circumstances only, where individuals have performed above and beyond their job role. Again this will be dependent on clear performance criteria and evidenced outcomes as well as affordability.

Any non-consolidated performance award will be a one-off temporary award for a maximum of one year and based on the development points within each Director Pay grade boundaries and will not exceed the “Absolute Ceiling” of these pay and grade boundaries.

#### Individual Salary Progression

There is no automatic progression through the development points. Personal development in role may be recognised by the award of discretionary consolidated pay movements each year, in accordance with the locally agreed step values, through the pay/development points.

Application of individual development points will be determined each year by the Chief Executive, taking into consideration the individual’s performance, as evidenced by the Performance Appraisal and Development Programme (PADP) rating and overall affordability given our prevailing budget position.

Awards may be considered only on completion of Personal Development Plans and where contribution and competence have been suitably evidenced and assessed via the appraisal scheme. Progression will not go beyond the “Absolute Ceiling” set for each grade.

#### Acting Up / Partial Acting Up and Honorarium Payments

Where an officer is required to Act-Up into a higher level Chief Officer/Deputy Chief Officer post he/she will normally be remunerated at the bottom of the higher graded post’s development point range.

The decision to Act an officer up into a Chief Officer/Deputy Chief Officer post will be within the remit of the Staffing and Appeals Committee. Where a Chief Officer/Deputy Chief Officer is required to take on temporary additional responsibilities the Staffing and Appeals Committee may consider awarding an honorarium payment based on the difference of his/her current salary and the additional partial role he/she is required to carry out. There will be no flexibility to award above the "Absolute Ceiling" for the role.

Any honorarium payments made to the Chief Executive will be subject to Full Council approval as would any payment made to the Returning Officer. In election years, full Council will be asked to agree any payment to be made to the Returning Officer at the same time as agreeing the Pay Policy.

#### Market Supplement Payments

Where a business case is put forward to pay a market supplement, this will be presented to the Staffing and Appeals Committee advised by the HR Director (or his/her nominees) and Chief Executive for consideration. Any market supplement would be based on a detailed business case that demonstrates some or all of the following:

- Evidence of unsuccessful recruitment campaigns
- Evidence of comparable roles paid at higher levels in benchmark authorities
- Significant evidence of higher than normal turn over/attrition rates
- Significant business continuity/service delivery risks

Any market supplement rate would be temporary for a maximum period of 12 months. Market premiums would be made only in exceptional circumstances and subject to affordability.

Any proposed market supplement payments made to the Chief Executive would be subject to the above and Full Council approval.

## 5. Pay Equity – The Pay Multiple

The Council monitors the relationship between the remuneration of its Chief Officers and Deputies and the rest of the workforce.

The current ratio of the Chief Executive's FTE salary to the median salary in the organisation is 1:6 based on a median salary of £27,041.

## 6. Termination of Employment

On ceasing to be employed by the Council, employees will be paid contractual payments due under their contract of employment. Our Redundancy Policy details the conditions under which redundancy payments can be made. We calculate redundancy payments based on an individual's actual pay, length of continuous service and age.

## 7. Review

This pay policy statement will be reviewed annually and recommended to Full Council for approval. We may by resolution of the Full Council, amend this Pay Policy Statement during the course of the year to which it relates.

## Pay Gap Report

Published March 2021

Cambridgeshire County Council is an employer required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This involves carrying out calculations that show the difference between the average earnings of men and women in our Council; it will not involve publishing individual employees' data. The data used for the calculations is the Council's pay data as of 31<sup>st</sup> March 2020.

We are required to publish the results on a government gender pay gap website, and in addition we publish the high level results on the Cambridgeshire County Council website alongside our pay and transparency data.

Gender pay reporting is used to assess:

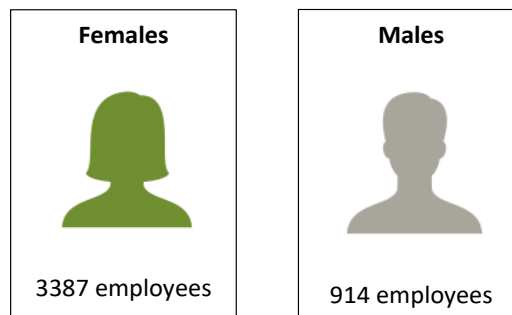
- the levels of gender equality in our workplace
- the balance of male and female employees at different levels

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

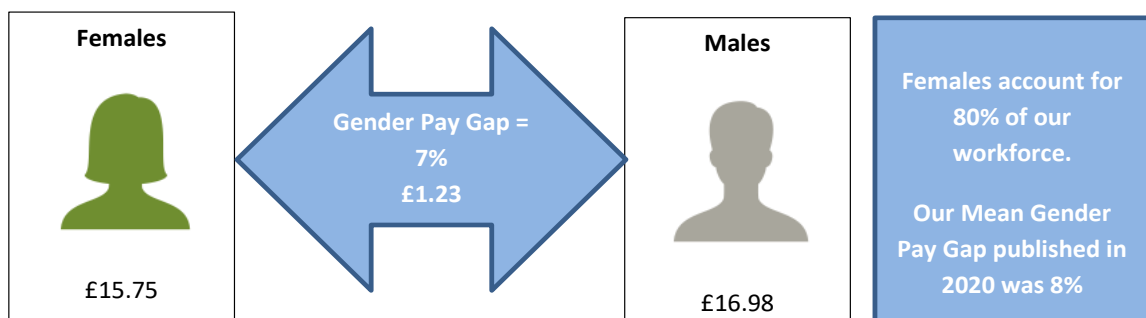
Few employers in Cambridgeshire can boast the breadth and variety of roles we enjoy at Cambridgeshire County Council. With over 4000 employees, we are one of the biggest employers in the County, with a diverse workforce to be proud of.

### Gender Pay Gap

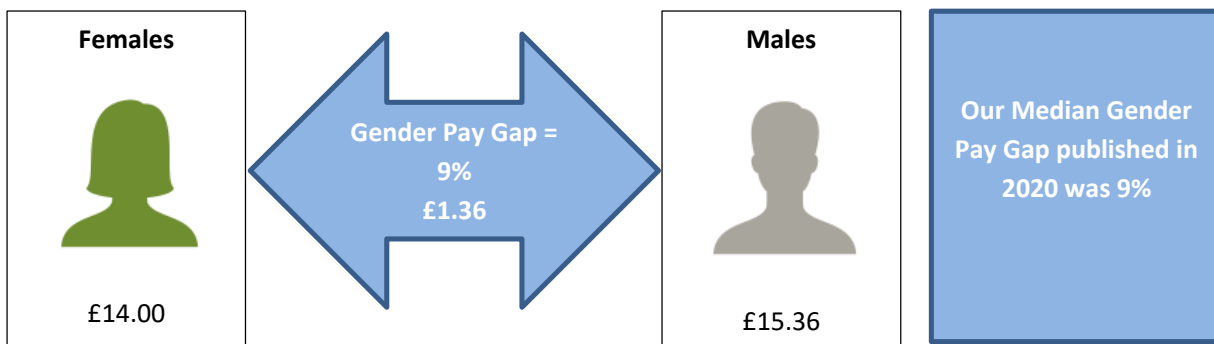
#### Our Workforce Profile



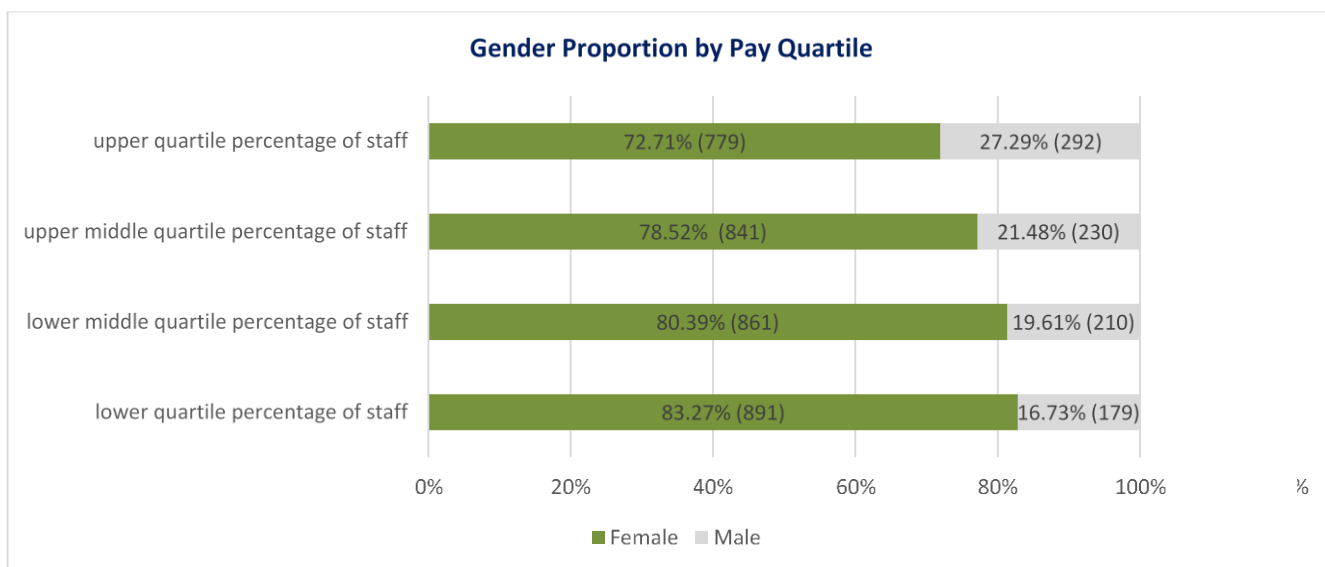
#### Mean Gender Pay Gap in Hourly Pay



### Median Gender Pay Gap in Hourly Pay



### Proportion of Males and Females in Each Pay Quartile



The graph above outlines the gender split by pay quartile and illustrates the quartile split by percentage and employee numbers. The lower quartile range relates to hourly rates of up to £11.34. The lower middle quartile is hourly rates of £11.35 - £14.46. The upper middle quartile is hourly rates of £14.47 – £18.52. The upper quartile relates to hourly rates of £18.53 and above. 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.

Further analysis of the data demonstrates that females are fairly evenly spread across the pay quartiles, whereas males are more highly represented in the upper two quartiles. This distribution explains the higher median hourly rate for males.

### Mean, Median and Proportion of Employees Receiving a Bonus Payment

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

## Ethnicity Pay Gap

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

| UNKNOWN                        | PREFER NOT TO SAY              | ETHNICITY OTHER THAN WHITE     | WHITE                          |
|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 1113 employees                 | 84 employees                   | 231 employees                  | 2873 employees                 |
| 26% of employees               | 2% of employees                | 5% of employees                | 67% of employees               |
| Mean hourly rate<br>= £14.89   | Mean hourly rate<br>= £17.86   | Mean hourly rate<br>= £16.00   | Mean hourly rate<br>= £16.41   |
| Median hourly rate<br>= £13.13 | Median hourly rate<br>= £14.92 | Median hourly rate<br>= £15.35 | Median hourly rate<br>= £14.92 |

### Pay Gap

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><br><b>2.5%</b> | <b>Median Ethnicity Pay Gap</b><br><b>-2.9%</b> |
|--|---|

The data above demonstrates that those employees of an ethnic origin other than white are earning an average of £0.41 less than white employees, but have a greater salary range and higher median hourly rate at £0.43 more than white employees.

## Action We Are Taking

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

We undertake a full review and report into our gender pay gap every year and will incorporate ethnicity gap figures into this report in the future. This includes analysis of quantitative data including starters and leavers, workforce and recent staff survey results as well as qualitative data gained through talking to our employees.

The analysis and research undertaken as a result of these reviews emphasise that there is no quick win or simple solution to reduce a gender pay gap in the workforce. The only way to reduce our gender pay gap is to take a long term view of resourcing, developing and engaging our workforce, and the following table summarises the current actions that we are taking to reduce our pay gap.

The following action plan primarily focuses on the gender pay gap. A priority for the Council for the next 12 months is to increase the data we hold on ethnicity to enable us to conduct full analysis and develop actions to reduce our ethnicity pay gap.



| Theme:   | Action:  |
|--|--|
| <p><b>Improve development opportunities for female employees</b><br/>We do not have a problem attracting and retaining our female workforce. However, our next steps are to invest in developing and empowering our female employees to be more proactive and confident in their own career and personal development, and encourage them to move into more senior roles.</p> | <ul style="list-style-type: none"> <li>• Develop clear career pathways for female employees.</li> <li>• Managers and leaders need to be trained in how to spot talent and encourage employees to develop.</li> <li>• Employees will be encouraged to take sideways moves as well as promotional roles to broaden their knowledge.</li> <li>• Our recruitment and selection training will be updated with an emphasis on this. We will promote and encourage managers to attend this training.</li> <li>• Analysis is required to identify hard to fill and traditionally male dominated roles to encourage greater diversity in these posts.</li> <li>• Implement a suite of development initiatives to empower female employees. For example coaching, mentoring and skills development. Females will be more confident in recognising their value and skilled in negotiating their development opportunities and package.</li> </ul> |
| <p><b>Engagement</b><br/>Female employees are more likely to need to be encouraged to apply for new posts or development opportunities rather than apply for opportunities themselves.</p>   | <ul style="list-style-type: none"> <li>• Increased communication from female senior leaders (for example blogs Q&amp;A sessions) to provide increased visibility of female leaders and role model career growth.</li> <li>• Create professional networking groups for all employees working full and part time.</li> </ul>   |
| <p><b>Recruitment and selection</b><br/>We need to improve how we attract and retain females and candidates from all ethnicities into roles where they are less represented.</p>   | <ul style="list-style-type: none"> <li>• Review of recruitment processes to ensure there is no gender bias post shortlisting.</li> <li>• Review of sample job descriptions/adverts to ensure there is no subtle gender bias.</li> </ul>  |
| <p><b>Working Practices</b><br/>Flexible working practices will improve retention of our staff and allow employees with non-work responsibilities (i.e. family commitments, studying) to continue to progress through the council without compromising their work/life balance.</p>  | <ul style="list-style-type: none"> <li>• Have defined flexible and agile working and published a policy outlining how this applies to our Council.</li> <li>• As part of the Cambs2020 programme a programme of training is being rolled out across all teams to support improved flexible and agile working. Managers will need to understand how to flex individual working practices to manage the impact on the team.</li> <li>• Managers to consider working practices and how they could be made more flexible. For example review purpose, duration and frequency of meetings and consider how the use of IT for example could facilitate flexible working for employees.</li> </ul>  |
| <p><b>Ethnicity Gap</b><br/>Increased data returns will enable an analysis of the data, and assist with identifying trends and patterns in the data leading to further actions to take</p>   | <ul style="list-style-type: none"> <li>• The unknown ethnicity category has the lowest average hourly rate, suggesting that some of our lowest paid workers are those that we do not have data for. This could be skewing the overall pay gap figures, so the priority for the next year is to increase the number of employees that we have ethnicity data for.</li> <li>• Seek benchmarks for ethnicity data, paying particular attention to our commissioned services.</li> </ul>   |

## Next Steps

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

## CAMBRIDGESHIRE COUNTY COUNCIL APPOINTMENTS TO OUTSIDE BODIES: COUNTY COUNCIL APPOINTMENTS

| NAME OF BODY  | MEETINGS PER ANNUM | REPS APPOINTED | REPRESENTATIVE(S)   | GUIDANCE CLASSIFICATION | CONTACT DETAILS  |
|---|--------------------|----------------|---|-------------------------|--|
| <b>Greater Cambridge Partnership Executive Board</b>  | Quarterly          | 1              | <b>Chairman of the Highways and Transport Committee –<br/>Councillor Ian Bates</b>  | Other Public Body       | Greater Cambridge Partnership, Box SH1317, Shire Hall, Castle Hill, Cambridge, CB3 0AP<br><br><a href="mailto:wilma.wilkie@cambridgeshire.gov.uk">wilma.wilkie@cambridgeshire.gov.uk</a> |
| <b>Cambridgeshire and Peterborough Combined Authority</b>                                   | 11                 | 1              | <b>Leader of the Council –<br/>Councillor Steve Count</b>   | Other Public Body       | Democratic Services Room 117 Shire Hall Cambridge CB3 0AP<br><br><a href="mailto:richenda.greenhill@cambridgeshire.gov.uk">richenda.greenhill@cambridgeshire.gov.uk</a>                  |
| <b>Cambridgeshire and Peterborough Combined Authority – Overview and Scrutiny Committee</b> | 11                 | 2              | <b>Councillor David Connor<br/>Councillor Jocelyne Scutt</b><br><br><b>Substitutes:<br/>Councillor Mac McGuire<br/>Councillor Linda Jones</b> | Other Public Body       | Anne Gardiner<br><br>Cambridgeshire and Peterborough Combined Authority<br><br><a href="mailto:anne.gardiner@cambridgeshire-ca.gov.uk">anne.gardiner@cambridgeshire-ca.gov.uk</a>        |

| NAME OF BODY   | MEETINGS PER ANNUM | REPS APPOINTED | REPRESENTATIVE(S)   | GUIDANCE CLASSIFICATION    | CONTACT DETAILS   |
|--|--------------------|----------------|---|----------------------------|---|
| <b>Cambridgeshire and Peterborough Combined Authority – Audit and Governance Committee</b> | 5                  | 1              | <b>Councillor Mark Goldsack</b><br><br><b>Substitute:</b><br><b>Councillor David Wells</b>  | Other Public Body          | Anne Gardiner<br><br>Cambridgeshire and Peterborough Combined Authority<br><br><a href="mailto:anne.gardiner@cambridgeshire-ca.gov.uk">anne.gardiner@cambridgeshire-ca.gov.uk</a> |
| <b>Cambridgeshire and Peterborough Fire Authority</b>                                      | 3                  | 13             | <ol style="list-style-type: none"> <li>1. <b>Councillor Barbara Ashwood</b></li> <li>2. <b>Councillor Simon Bywater</b></li> <li>3. <b>Councillor Ian Gardener</b></li> <li>4. <b>Councillor Derek Giles</b></li> <li>5. <b>Councillor John Gowing</b></li> <li>6. <b>Councillor Lynda Harford</b></li> <li>7. <b>Councillor Bill Hunt</b></li> <li>8. <b>Councillor Sebastian Kindersley</b></li> <li>9. <b>Councillor Mac McGuire</b></li> <li>10. <b>Councillor Kevin Reynolds</b></li> <li>11. <b>Councillor Jocelyne Scutt</b></li> <li>12. <b>Councillor Michael Shellens</b></li> <li>13. <b>Councillor Mandy Smith</b></li> </ol> | Other Public Body          | Democratic Services<br>Room 117<br>Shire Hall<br>Cambridge<br>CB3 0AP<br><br><a href="mailto:dawn.cave@cambridgeshire.gov.uk">dawn.cave@cambridgeshire.gov.uk</a>                 |
| <b>County Councils' Network Council</b>  | 3-4                | 4              | <ol style="list-style-type: none"> <li>1. <b>Councillor Steve Count</b></li> <li>2. <b>Vacancy</b></li> <li>3. <b>Councillor Lucy Nethsingha</b></li> <li>4. <b>Councillor Elisa Meschini</b></li> </ol>  | Unincorporated Association | Simon Edwards<br>Local Government House,<br>Smith Square,<br>London,<br>SW1P 3HZ  |
| <b>East of England Local Government Association</b>  | 1 minimum          | 1              | <b>Leader of the Council – Councillor Steve Count</b>   | Unincorporated Association | Ms Celia Tredget<br>West Suffolk House<br>Western Way<br>Bury St Edmunds<br>IP33 3YU  |

| NAME OF BODY  | MEETINGS PER ANNUM | REPS APPOINTED | REPRESENTATIVE(S)  | GUIDANCE CLASSIFICATION    | CONTACT DETAILS  |
|---|--------------------|----------------|--|----------------------------|--|
| <b>Greater Cambridge Partnership Joint Assembly</b>   | Quarterly          | 3              | <p><i>Political proportionality of Cambridgeshire County Council seats on the Assembly shall reflect that amongst the Council's elected members for the divisions within South Cambridgeshire District Council and Cambridge City Council administrative boundaries and that the representatives shall be drawn from those divisions and will be appointed on the nomination of the relevant Group Leaders</i></p> <p><b>Currently:</b></p> <ol style="list-style-type: none"> <li>1. <b>Councillor Noel Kavanagh</b></li> <li>2. <b>Councillor Lucy Nethsingha</b></li> <li>3. <b>Councillor Tim Wotherspoon</b></li> </ol> | Other Public Body          | <p>Greater Cambridge Partnership, SH1317, Shire Hall, Cambridge, CB3 0AP</p> <p><a href="mailto:Wilma.Wilkie@cambridgeshire.gov.uk">Wilma.Wilkie@cambridgeshire.gov.uk</a></p> |
| <p><b>Local Government Association</b></p> <p>National representative body of all Local Authorities</p> | 3-4                | 4              | <ol style="list-style-type: none"> <li>1. <b>Councillor Steve Count</b></li> <li>2. <b>Vacancy</b></li> <li>3. <b>Councillor Lucy Nethsingha</b></li> <li>4. <b>Councillor Elisa Meschini</b></li> </ol>   | Unincorporated Association | <p>Fatima de Abreu<br/>Member Services Assistant<br/>Local Government Association</p>  |

## Cambridgeshire and Peterborough Fire Authority Update

To: Cambridgeshire County Council

From: Chairman, Cambridgeshire and Peterborough Fire Authority

Date: 16 March 2021

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### 1. Fire Authority Budget 2021/22 and Related Financial Matters

1.1 At its meeting on 11 February 2021 the Fire Authority considered a report on its budget, reviewed the Budget Book 2021/22 and approved the following recommendations;

- an Authority budget requirement of £30,682,450,
- an Authority precept of Authority Tax from District Authorities and Peterborough City Authority of £20,400,590,
- an Authority Tax for each band of property, based on the number of band D equivalent properties notified to the Fire Authority by the District Authorities and Peterborough City Authority (291,046) ranging from Band A at £49.02 to Band H at £147.06,
- approval of the Prudential and Treasury Indicators as set out in the Budget Book (page 10),
- approval of the Treasury Management Strategy Statement as set out in the Budget Book (pages 9 to 14),
- approval of the Capital Programme as detailed in the Budget Book (page 7),
- approval of the Minimum Revenue Provision Policy Statement as detailed in the Budget Book (page 15).

1.2 By way of background, the Draft Revenue Support Grant settlement was received on 17 December 2020 and the draft Authority budget was presented to the Policy and Resources Committee in the same month. The Committee endorsed the proposed budget and associated precept increase of 2%. A consultation process on the recommended council tax increase was undertaken and feedback from this process was presented to the Authority.

1.3 The budget for 2021/22 has been built taking into account the proposed public sector pay freeze and additional costs for the next year including COVID-19 related cost pressures, investment in employee wellbeing and enhanced training for firefighters.

1.4 Also at its February 2021 meeting, the Authority;

- approved the Members' Allowance Scheme rates for 2021/22,
- approved the Pay Policy Statement for 2021/22,

- noted the Service's intended participation in a scheme to reduce council tax fraud.
- 1.5 Full details of the Budget Book and all the above mentioned documents can be found on the CFRS website.
2. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)
- 2.1 Council may recall from the last report that Cambridgeshire Fire and Rescue Service (CFRS) was due to be inspected by HMICFRS in early October 2020 as part of a national inspection programme of the response by fire and rescue services in England to the COVID-19 pandemic.
- 2.2 On 22 January 2021 the outcomes of these inspections were published. The report for CFRS is extremely positive and the inspection team was 'impressed' with how the organisation had adapted and responded to the pandemic effectively and how it had put the health, safety and wellbeing of its staff at the forefront of decision making. It has been an incredibly challenging year for everyone yet CFRS has continued to deliver its own statutory responsibilities as well as assist partners where possible and as the Authority Chairman, I am delighted that the efforts of everyone in the Service have been recognised in the report.
- 2.3 Like the inspection team, CFRS recognises that the arrangements for managing the pandemic may carry on for some time and that we should plan for the future. In order to be as efficient and effective as possible, Officers have already started to look at and work on some aspects of the three recommended focus areas from the inspection. The full report can be found at [CFRS Covid-19 Inspection Report](#)
- 2.4 At the time of writing, slightly earlier than anticipated, CFRS is being inspected by HMICFRS as one of the first services in Tranche 1 of the follow up round of the current HMICFRS inspection programme (last inspection was in 2018). Over the past few weeks Officers and staff have compiled document returns, data returns, briefing packs and prepared a self-assessment. As the Authority Chairman, I have seen the Service continue to evolve and improve since our last inspection even during the ongoing global pandemic. This inspection gives us the opportunity to share our stories of success but also demonstrate how we can learn and have learnt from what we could do better. I look forward to my own discussion with the inspection team and the final report in due course.
3. Community Volunteering
- 3.1 Linked to the HMICFRS COVID-19 inspection outcome above, CFRS staff have helped out in many ways to assist blue light colleagues and the most vulnerable in our communities for example, driving ambulances, training staff to drive ambulances, face fitting masks to be used by frontline NHS and clinical care staff working with COVID-19 patients and welfare visits to the vulnerable who were shielding. To enable this resources have had to be and were well managed; our financial position was largely unaffected, reserves didn't have to be used to cover

extra costs, the organisation was able to respond quickly to staff absences and implemented work to build resilience. As the rollout of the COVID-19 vaccination programme gathers pace around the country, those staff that wish to are volunteering to support NHS colleagues. Indeed, at the time of writing, in excess of 1,500 hours had been given to vaccination centres across Cambridgeshire.

- 3.2 It is important to recognise that, although this is a national crisis and the sector is there to help in the fight against COVID-19, CFRS staff are at the heart of everything that we do and the Authority wouldn't put them at any unnecessary risk. The National Fire Chiefs Council has released a range of updated risk assessments allowing fire service staff to continue work on COVID-19 related activities, while also taking on more and different responsibilities and Officers will ensure that we are offering staff the right protection if we are carrying out these new duties.

#### 4. Queens Fire Service Medal Award

- 4.1 In late December last year we received the wonderful news that Chief Fire Officer Chris Strickland was to receive the Queens Fire Service Medal in the New Year Honours List. Chris has provided outstanding leadership throughout his career in Cambridgeshire, which has been particularly prevalent during the pandemic and has certainly been a contributing factor in us being recognised as one of the top performing services in the country. An obviously great and very well deserved achievement for Chris and one I'm sure Council will join me in publicly congratulating him.

#### 5. Property Portfolio – St Johns Development Huntingdon

- 5.1 I am delighted to report that the Authority has received planning consent for the proposed development (new training centre and community fire station) at St Johns in Huntingdon. This is a really positive milestone for the project and means that work on site will now begin imminently. Taking into account estimates, it is anticipated that the site will be operational by autumn 2022.

#### 6. Councillor Janet Goodwin

- 6.1 It is with great sadness that I must report the passing, just before Christmas, of Councillor Janet Goodwin. Condolences were sent to her family and friends on behalf of the Fire Authority. Janet was most recently appointed by Peterborough City Council to the Fire Authority in May 2018, but had served, on and off, for many years. She was an excellent contributor to Authority meetings and staunch supporter of the fire service. She was also a good friend with a great sense of humour and will be sadly missed by us all.

#### 7. Firefighter Danny Granger and Mr Tim Thompson

- 7.1 It is also with great sadness that I must also report the passing of two members of CFRS staff; Firefighter Danny Granger an On-Call firefighter based at

Cottenham for nearly 22 years who died in February after a four week battle with COVID-19 and Mr Tim Thompson a retired Watch Commander who continued to work as a CFRS courier who died in January after losing his battle with cancer; both men touched the lives of many amongst the fire and rescue service and the wider communities they dedicated their working lives to serve.

- 7.2 Condolences were sent to the families and CFRS colleagues were honoured to be able to provide a guard of honour, take part in two minute silences and contribute to online books of condolence that the families now treasure.

Rest in Peace All

## 8. Source Documents

Fire Authority Minutes 2020/21

Various

Dawn Cave, Democratic Services Officer  
[Dawn.cave@cambridgeshire.gov.uk](mailto:Dawn.cave@cambridgeshire.gov.uk)