

# STAFFING AND APPEALS COMMITTEE



**Tuesday, 22 February 2022**

**Democratic and Members' Services**

Fiona McMillan  
Monitoring Officer

**10:00**

New Shire Hall  
Alconbury Weald  
Huntingdon  
PE28 4YE

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

## **AGENDA**

**Open to Public and Press by appointment only**

1. **Apologies for absence and declarations of interest**  
*Guidance on declaring interests is available at*  
<http://tinyurl.com/ccc-conduct-code>
2. **Minutes – 7th December 2021**  
[Staffing and Appeals Committee meeting 07/12/2021](#)
3. **Senior Manager Pay Data and Pay Policy Statement 2022-23** **3 - 22**
4. **Pay Gap Reporting** **23 - 44**
5. **Cambridgeshire County Council People Strategy** **45 - 62**
6. **Cost of Living Increases 2021-2022** **63 - 66**

### **Attending meetings and COVID-19**

Meetings of the Council take place physically and are open to the public. Public access to meetings is managed in accordance with current COVID-19 regulations and therefore if you wish to attend a meeting of the Council, please contact the Committee Clerk who will be able to advise you further. Meetings are streamed to the Council's website: [Council meetings Live Web Stream - Cambridgeshire County Council](#). If you wish to speak on an item, please contact the Committee Clerk to discuss as you may be able to contribute to the meeting remotely.

The Staffing and Appeals Committee comprises the following members:

Councillor Edna Murphy (Chair) Councillor Henry Batchelor Councillor Ken Billington  
Councillor Douglas Dew Councillor Lucy Nethsingha Councillor Kevin Reynolds Councillor  
Tom Sanderson Councillor Neil Shailer and Councillor Steve Tierney

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

## Senior Manager Pay Data and Pay Policy Statement 2022-2023

To: Staffing and Appeals Committee

Meeting Date: 22nd February 2022

From: Janet Atkin, Assistant Director HR Services

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.

Recommendations: Staffing and Appeals Committee is asked to consider the report and recommend the Pay Policy Statement 2022-2023 (Appendix 2) to Council on 15 March 2022 for approval.

Officer contact:

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Member contact:

Names: Councillor Edna Murphy  
Post: Chair  
[Edna.murphy@cambridgeshire.gov.uk](mailto:Edna.murphy@cambridgeshire.gov.uk)  
Tel: 01223 706398

## 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 It should be noted that there has not yet been a cost-of-living increase in 2021. This is due to the continued NJC pay negotiations at a national level. Once a 2021 cost of living increase is agreed this will be applied to our pay scales and the increase will be backdated to April 2021. For those on our professional and management grades, and corporate leadership grades, cost of living increases are negotiated locally.

## 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.
  - Structure charts showing staff in the top 3 levels of the organisation.
  - 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. This data considers the 12-month period from 1st of January 2021 to 31st of December 2021.
- 3.2 The tier 1 to 3 data looks at the full time equivalent (FTE) salary of the employees in these tiers of the organisation. There were four posts in the organisation in the reporting period that were paid an FTE salary of more than £150,000. These are:
  - Chief Executive, Gillian Beasley with a salary of £173,596. This post was shared with Peterborough City Council on a 50/50 basis therefore Cambridgeshire paid 50% of this salary although Gillian was not directly

employed by Cambridgeshire County Council. Please note that the arrangements for Chief Executive will change in 2022 now that Cambridgeshire has employed its own dedicated Chief Executive.

- Rachel Stoppard the Chief Executive Greater Cambridge Partnership (GCP) with an FTE salary of £151,599. In addition to this FTE salary Rachel Stoppard received an additional market factor payment taking total earnings to £163,957. 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.
- Wendi Ogle-Welbourn, Executive Director, People and Communities with a salary of £153,898. This post was shared with Peterborough City Council on a 50/50 basis therefore Cambridgeshire paid 50% of this salary. Wendi Ogle-Welbourn was not directly employed by Cambridgeshire County Council and was on the payroll of Peterborough City Council.
- Stephen Cox, Joint Executive Director, Place & Economy with a salary of £151,599. This post was shared with Peterborough City Council on a 50/50 basis therefore Cambridgeshire paid 50% of this salary. From February 2022 this post will no longer be shared with Peterborough City Council.

- 3.3 There were 37 posts in Tier 1 to 3 of the organisation in the reporting period. This compares to 35 in the previous year. Of these 37 posts, 21 posts are shared with Peterborough City Council. Appendix 3 outlines the structure charts for the top three tiers of the Council. It should be noted that these charts have been updated with changes that have taken place or are planned to the top three tiers since the end of the reporting period for the data, so there are slight changes in the information contained in appendix 1 and the structures shown in appendix 3.
- 3.4 The over 50K data looks at employees total remuneration during the 12-month reporting period. It therefore considers both an employees' basic salary and any additional elements of pay that have been received during the reporting period.
- 3.5 There are currently 177 officers with total earning of £50,000 or above. This is an increase of 21 posts compared to the previous year. 38 of these posts are shared with Peterborough City Council.
- 3.6 There are an increasing number of employees with a basic salary of less than £50K that have total earnings that are over the 50K threshold due to additional elements of pay that they have received. For example, payments for working additional hours and allowances paid for undertaking specific responsibilities. In the reporting period there were 16 people in this category, the majority of them undertaking roles in social care.

- 3.7 The median salary of the organisation in 2021 was £27,041. This is the same as the median salary last year. We calculate a pay ratio annually to compare the Chief Executive's salary and the organisation's median salary (using FTE salaries to undertake this calculation). In the reporting period, the ratio of the Chief Executive's salary to the organisations median salary was 1:6. This is the same ratio as in the previous year. The Chief Executive's salary has remained unchanged from the previous year as Gillian Beasley has not had a salary increase.
- 3.8 The current mean salary for the organisation this year is £29,791. This is a slight increase of £328 compared to 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 Source documents

- 5.1 The Local Government Transparency Code 2015  
[Local government transparency code 2015 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/local-government-transparency-code-2015)

Chief Officer Pay Policy Statement – Appendix 2.

Position (post holder details are given for posts with an FTE salary of above £150,000)	Post holder (only given for roles with an FTE over 150K)	Directorate	FTE salary in £5K bands (except for roles with a 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	Chief Executive	#####	£166,846	£203,923	Permanent	Role shared with PCC - paid on PCC payroll
<b>Tier 2</b>							
Director of Public Health		Public Health	120,000 - 124,999	£106,800	£124,296	Permanent	Role shared with PCC - paid on CCC payroll
Director of Customer & Digital Services		Customer and Digital Services	125,000 - 129,999	£120,683	£138,178	Permanent	Role shared with PCC - paid on CCC payroll
Director of Resources and Chief Finance Officer		Resources	120,000 - 124,999	£120,683	£138,178	Permanent	
Executive Director, People and Communities	Wendi Ogle-Welbourn	People and Communities	#####	£138,508	£169,289	Permanent	Role shared with PCC - paid on CCC payroll
Service Director Business Improvement and Development		Business, Improvement and Development	130,000 - 134,999	£120,683	£138,178	Permanent	Role shared with PCC - paid on CCC payroll
Service Director, Legal and Governance		Law and Governance	105,000 - 109,999	£96,220	£107,899	Permanent	Role shared with PCC - paid on CCC payroll
Joint Executive Director, Place & Economy, Stephen Cox	Stephen Cox	Place and Economy	#####	£128,264	£151,599	Permanent	Role shared with PCC - paid on CCC payroll
<b>Tier 3</b>							
Head of Public Health Business Programmes		Public Health	55,000 - 59,999	£58,893	£63,575	Permanent	Role shared with PCC - paid on CCC payroll
Deputy Director Public Health		Public Health	85,000 - 89,999	£69,970	£86,631	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 in Public Health - Health & Social Care Innovation		Public Health	80,000 - 84,999	£79,870	£107,681	Permanent	Role shared with PCC - paid on CCC payroll
Emergency Planning Manager		Customer and Digital Services	50,000 - 54,999	£49,268	£53,170	Permanent	Role shared with PCC - paid on CCC payroll
Head of Customer Services		Customer and Digital Services	60,000 - 64,999	£58,893	£63,575	Permanent	
Head of Communications and Information		Customer and 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 and Digital Services	95,000 - 99,999	£87,456	£99,136	Permanent	Role shared with PCC - paid on CCC payroll
Assistant Director HR Services		Customer and Digital Services	85,000 - 89,999	£87,456	£99,136	Permanent	
Chief Executive Greater Cambridge Partnership	Rachel Stopard	Resources	#####	£128,264	£151,599	Permanent	Shared role - primarily grant funded
Assistant Director - Property		Resources	95,000 - 99,999	£87,456	£99,136	Permanent	
Assistant Director of Finance		Resources	80,000 - 84,999	£78,714	£90,393	Permanent	
Head of Finance Operations		Resources	70,000 - 74,999	£70,026	£75,644	Permanent	
Head of Insurance		Resources	60,000 - 64,999	£58,893	£63,575	Permanent	
Strategic Audit Manager		Resources	60,000 - 64,999	£58,893	£63,575	Permanent	
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	£138,362	Permanent	Role shared with PCC - paid on PCC payroll
Service Director, Commissioning		People and Communities	130,000 - 134,999	£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, Children's and Safeguarding		People and Communities	125,000 - 129,999	£113,205	£138,362	Permanent	Role shared with PCC - paid on PCC payroll
Head of Business Intelligence		Business, Improvement and Development	75,000 - 79,999	£70,026	£75,644	Permanent	Role shared with PCC - paid on CCC payroll
Head of Commercial		Business, Improvement and Development	70,000 - 74,999	£70,026	£75,644	Permanent	
Head of Policy, Design and Delivery		Business, Improvement and Development	70,000 - 74,999	£70,026	£75,644	Permanent	
Democratic Services Manager		Law and Governance	50,000 - 54,999	£49,268	£53,170	Permanent	
Data Protection Officer		Law and Governance	60,000 - 64,999	£59,280	£72,453	Permanent	Role shared with PCC - paid on PCC payroll
Programme Director Connecting Cambridgeshire		Place and Economy	85,000 - 89,999	£78,714	£90,393	Permanent	
Director Highways and Transport		Place and Economy	110,000-114,999	£106,800	£124,296	Permanent	
Assistant Director Planning, Growth and Environment		Place and Economy	85,000 - 89,999	£87,456	£99,136	Permanent	
AD Climate Change and Energy Services		Place and Economy	75,000 - 79,999	£78,714	£90,393	Permanent	





Position	Total Remuneration in £5K Ranges (except where total remuneration is over 150K)	Minimum salary for position (£)	Maximum salary for position (£)	Notes	Shared roles with PCC
Adult Principal Social Worker	50,000-54,999	49,268	53,170	Postholder has had 2 roles within the reporting period	Shared with PCC
Commissioning Team Manager	50,000-54,999	49,268	53,170		Shared with PCC
Strategic Lead for School Governance Peterborough and Cambridgeshire	50,000-54,999	49,268	53,170		Shared with PCC
Commissioning Team Manager Lifestyles and Primary Care	50,000-54,999	49,268	53,170		Shared with PCC
Continuing Healthcare Manager	50,000-54,999	49,268	53,170		Shared with PCC
Team Manager Drugs Alcohol and Sexual Health	50,000-54,999	49,268	53,170		Shared with PCC
HR Business Partner	50,000-54,999	49,268	53,170		
Strengthening Communities Service Manager	50,000-54,999	49,268	53,170		Shared with PCC
Strategic Lead for Integrated SEND Commissioning 0-25	55,000-59,999	58,893	63,575	Postholder has had 2 roles within the reporting period	Shared with PCC
Head of Public Health Business Programmes	55,000-59,999	58,893	63,575		Shared with PCC
Safeguarding and Review Manager	55,000-59,999	58,893	63,575	Postholder has had 2 roles within the reporting period	Shared with PCC
Strategic Admissions & Attendance Manager	55,000-59,999	58,893	63,575		Shared with PCC
Strategic Education Capital Programme Manager	55,000-59,999	58,893	63,575		Shared with PCC
Strategic Education Place Planning Manager	60,000-64,999	58,893	63,575		Shared with PCC
Head of Adults Performance and Strategic Development	60,000-64,999	58,893	63,575		Shared with PCC
Alternative Education and Inclusion Manager - Peterborough & Cambridgeshire	60,000-64,999	58,893	63,575		Shared with PCC
Emergency Planning Manager	60,000-64,999	49,268	53,170	Post holder received 2 allowances and overtime payments that have taken total remuneration over the maximum for the grade	Shared with PCC
Head of Service Transfers of Care	70,000-74,999	70,026	75,644		Shared with PCC
Director of Public Health	70,000-74,999	106,800	124,296	Total remuneration is less than the minimum of the grade as the post holder has been in this post for less than 12 months	Shared with PCC
Head of Business Intelligence	70,000-74,999	70,026	75,644		Shared with PCC
Head of Service Family Safeguarding (CCC & PCC)	70,000-74,999	70,026	75,644		Shared with PCC
Head of Business Systems & Digital	70,000-74,999	70,026	75,644		Shared with PCC
Head of Communications and Information	75,000-79,999	70,026	75,644		Shared with PCC
Head of Youth Support and Care Leavers (CCC & PCC)	75,000-79,999	70,026	75,644		Shared with PCC
Head of Service Fostering & Supervised Contact (CCC & PCC)	75,000-79,999	70,026	75,644		Shared with PCC
Head of IT Strategy Projects & Programmes	75,000-79,999	70,026	75,644		Shared with PCC
Assistant Director: Fostering, Regional Adoption and Young People's Services for Peterborough	75,000-79,999	96,220	107,899	Total remuneration is less than the minimum of the grade as the postholder has in this role for less than 12 months	Shared with PCC
Head of Commissioning Adult Social Care	75,000-79,999	78,714	90,393		Shared with PCC
Deputy Director Public Health	95,000-99,999	69,970	86,631		Shared with PCC
Senior Public Health Consultant	95,000-99,999	79,870	107,681		Shared with PCC
Assistant Director IT & Digital Services	95,000-99,999	87,456	99,136		Shared with PCC
Consultant in Public Health - Health & Social Care Innovation	100,000-104,999	79,870	107,681		Shared with PCC
Service Director, Legal and Governance	100,000-104,999	96,220	107,899		Shared with PCC
Director of Customer & Digital Services for Cambridgeshire County Council	120,000-124,999	120,683	138,178		Shared with PCC
Service Director	125,000-129,999	120,683	138,178		Shared with PCC
Service Director Business Improvement and Development	130,000-134,999	120,683	138,178		Shared with PCC
Director of Education	130,000-134,999	120,683	138,178		Shared with PCC
Service Director Adults	135,000-139,999	120,683	138,178		Shared with PCC
Joint Executive Director, Place & Economy	153,599	128,264	151,599	Total remuneration is over the maximum of the grade as the post holder received a monthly allowance in addition to their basic salary.	Shared with PCC

#### Notes

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 the £5,000 range that their salary falls within and does not take account of the grade starting point or ceiling.

There are some positions where an employee's 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



## Appendix 2

### Chief Officer Pay Policy Statement – 2022/2023

Effective from 1st April 2022

#### 1. Introduction

Cambridgeshire County Council is committed to operating consistent, transparent and equitable pay arrangements for employees and are committed 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 updated and agreed by Full Council in March 2022. 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 9 members of the Council.

When determining application of the pay policy, the Committee is advised by the Assistant Director HR Services (or their 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 outcomes and overall affordability given the prevailing budget position. In addition, the National Joint Council (NJC)

award is used as a guideline for the cost of living award. Any such recommendation is reported to the Staffing and Appeals Committee for consideration.

#### 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 Our Conversations appraisal scheme, the individuals personal performance rating and overall affordability given our prevailing budget position. Progression will not go beyond the “Absolute Ceiling” set for each grade.

Any salary progression for the Chief Executive will be determined by the Leader of the Council following the pay rating conversion in January.

#### 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 they 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 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 their current salary and the additional partial role they are 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 to a Director, this will be presented to the Staffing and Appeals Committee advised by the Assistant Director HR Services (or their 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

Market supplement rates are temporary for a maximum period of 12 months, thereafter they must be reviewed annually, and are only made 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 ratio 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.

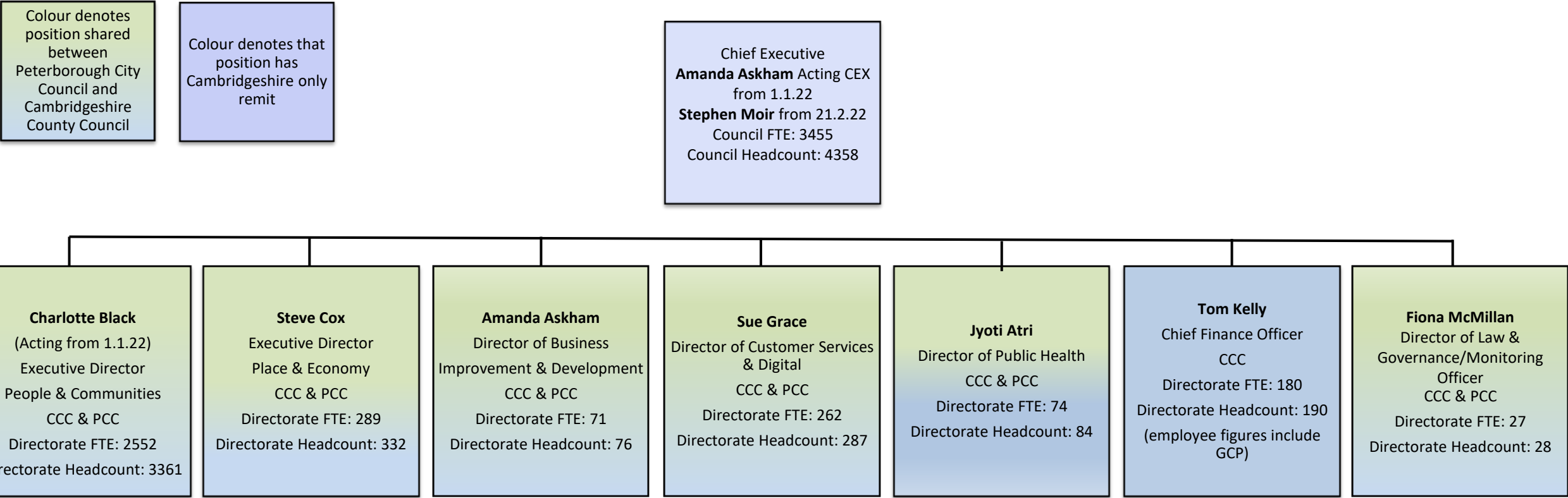
#### **7. Review**

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.

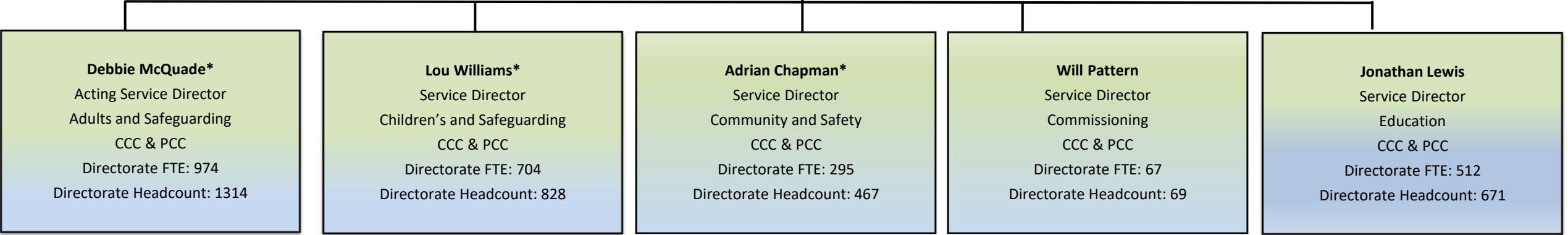


Structure Chart showing tier one to three senior managers. Employee numbers shown by Full Time Equivalent (FTE) and Headcount

Employee headcount and FTE figures correct as at 31<sup>st</sup> December 2021

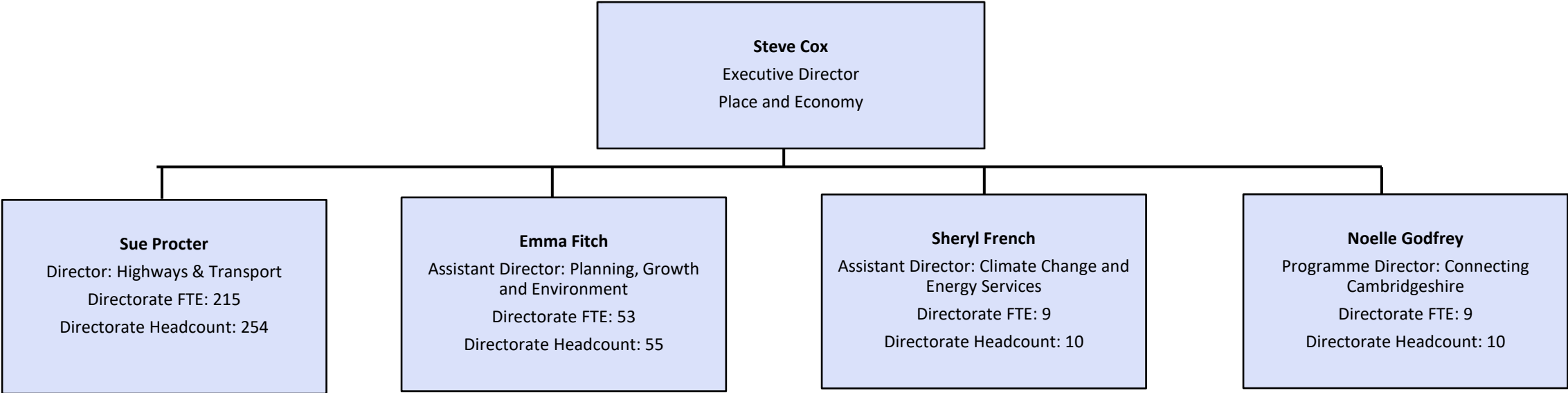


**Charlotte Black**  
Executive Director  
People & Communities



\*Denotes that postholder is employed by Peterborough City Council  
An additional 6 FTE (12 employees) sit in an executive support team within this structure)

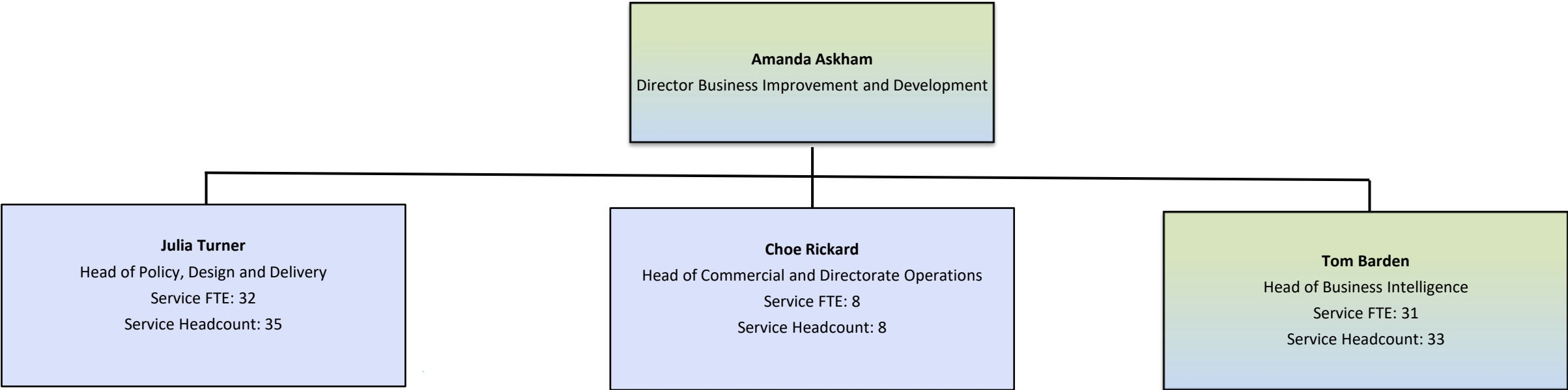


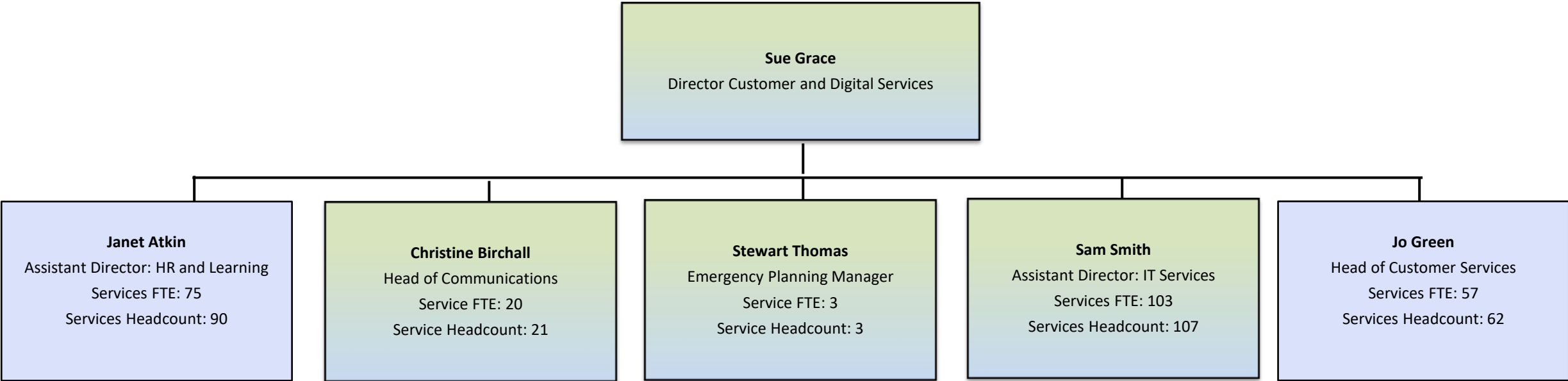


An additional 3 FTE (3 employees) sit in an executive support team within this structure

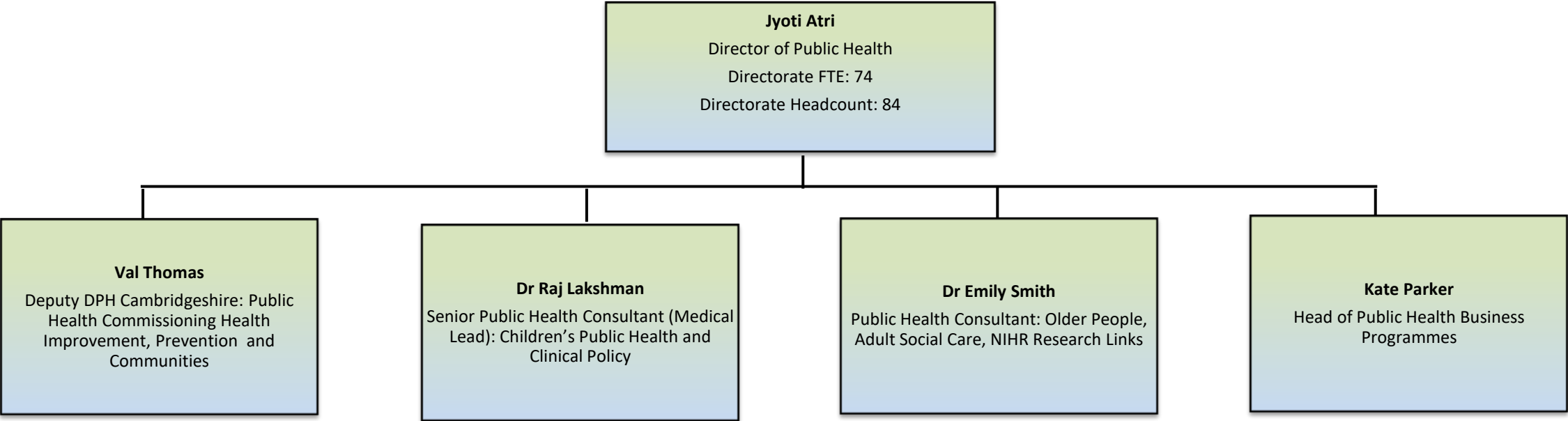
# Business Improvement and Development

Showing Structure to Head of Service Level (tier 3) with employee numbers by Full Time Equivalent (FTE) and Headcount



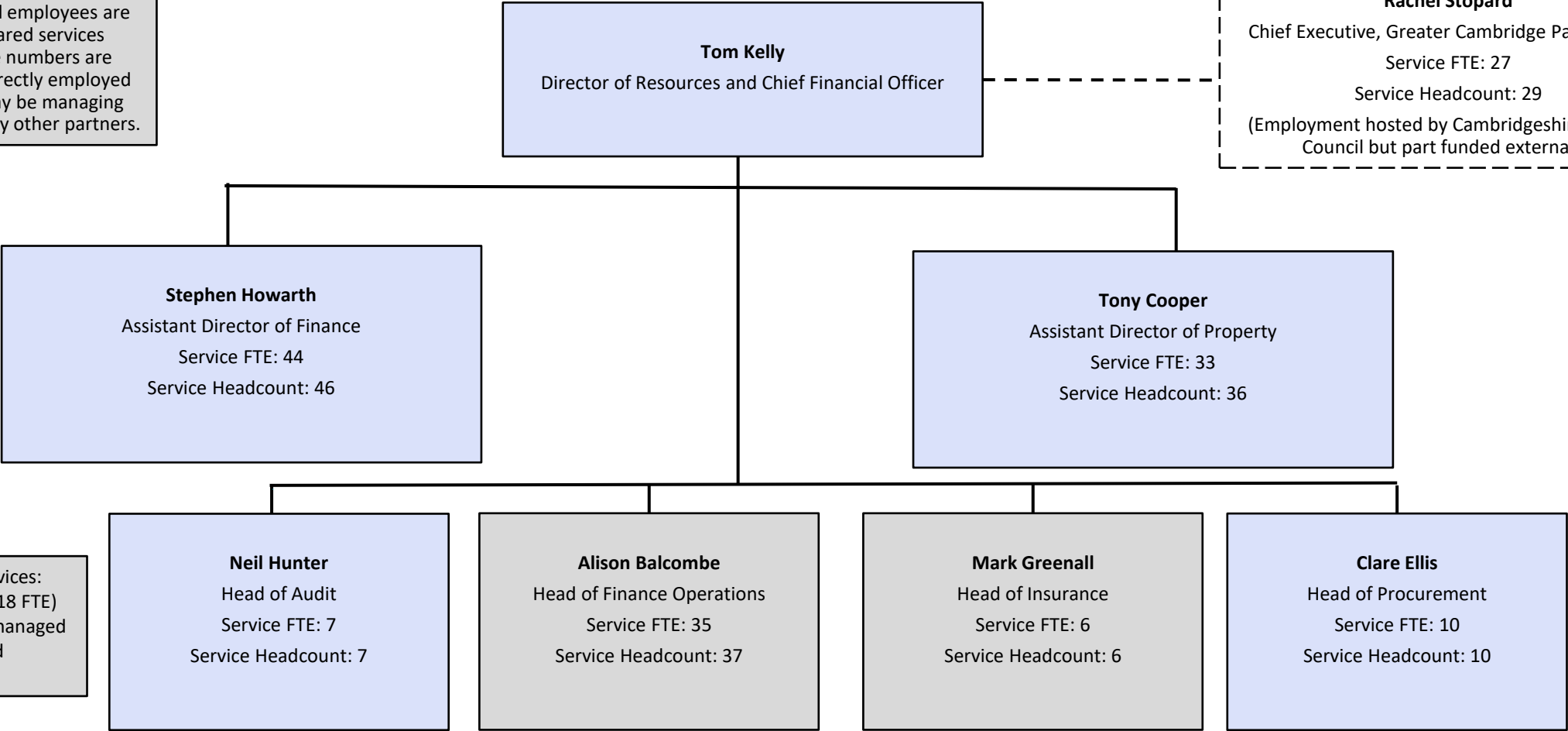


An additional 4 FTE (4 employees) sit in an executive support team within this structure)

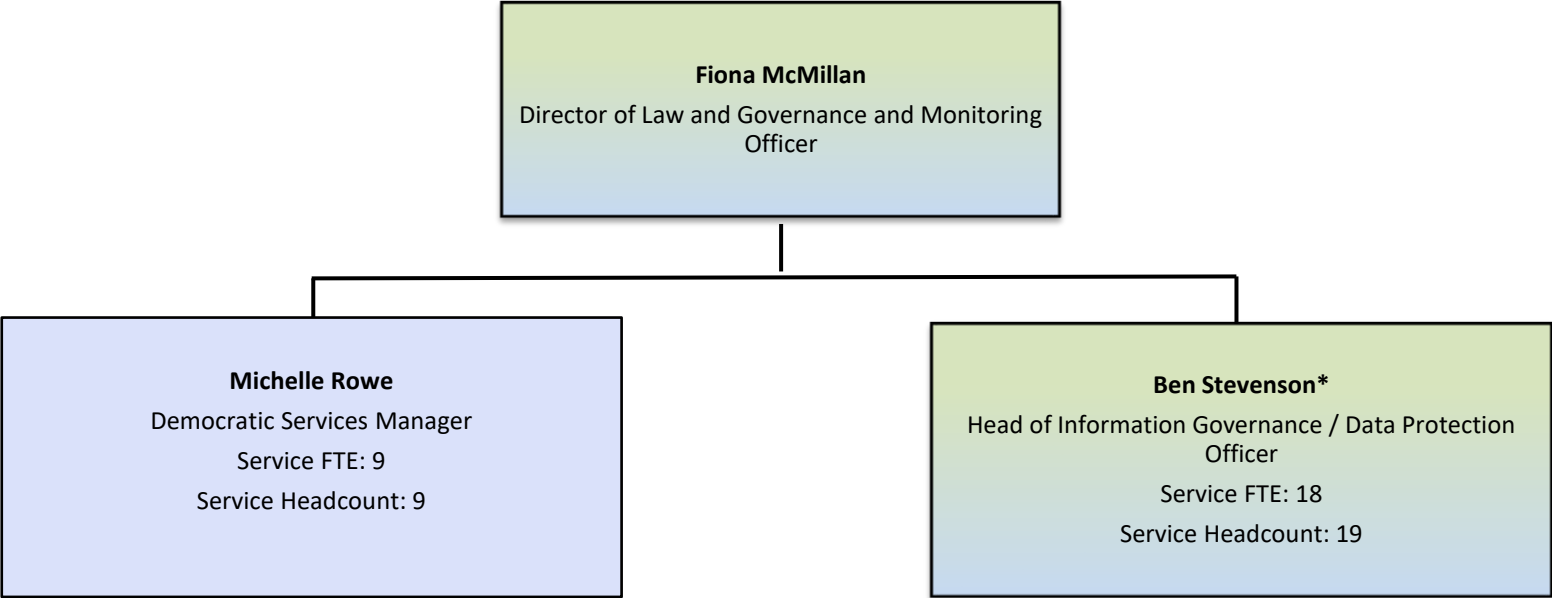


Colour denotes that posts are shared with other local authorities and employees are working as part of a shared services arrangement. Employee numbers are representative of those directly employed by CCC, but managers may be managing additional staff employed by other partners.

**Rachel Stopard**  
Chief Executive, Greater Cambridge Partnership  
Service FTE: 27  
Service Headcount: 29  
(Employment hosted by Cambridgeshire County Council but part funded externally)



Lead Authority Shared Services:  
Additional 19 employees (18 FTE)  
sit in this directorate but managed  
by partners under a shared  
services arrangement



\*Denotes that postholder is employed by Peterborough City Council

## Pay Gap Reporting

To: Staffing and Appeals Committee

Meeting Date: 22nd February 2022

From: Janet Atkin, Assistant Director HR Services

Purpose: The purpose of this report is to report the gender pay gap publication to ensure compliance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Recommendations: Staffing and Appeals Committee is asked to consider the report and recommend the Pay Gap Report 2021 (Appendix 1) to Council on 15 March 2022 for approval.

### Officer contact:

Name: Janet Atkin  
Post: Assistant Director HR Services  
Email: [janet.atkin@cambridgeshire.gov.uk](mailto:janet.atkin@cambridgeshire.gov.uk)  
Tel: 07775 024309

### Member contact:

Names: Councillor Edna Murphy  
Post: Chair  
[Edna.murphy@cambridgeshire.gov.uk](mailto:Edna.murphy@cambridgeshire.gov.uk)  
Tel: 01223 706398

## 1.0 Background

- 1.1 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 2021.
- 1.2 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 1.

## 2.0 Gender Pay Gap

- 2.1 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.
- 2.2 The data shows the Council's mean gender pay gap is 9.6%. Last year our mean gender pay gap was 7.3%. The mean gender pay gap is the difference between the average hourly earnings of men and women.
- 2.3 The Council's median gender pay gap is 8.6%. Last year our median gender pay gap was 8.9%. 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.

## 3.0 Ethnicity Pay Gap

- 3.1 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.
- 3.2 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.
- 3.3 The data shows the Council's mean ethnicity pay gap is 2.5%, the same as last year's calculation.
- 3.4 The Council's median ethnicity pay gap is also the same as last year at -2.9%. This suggests that our pay gap is in favour of employees who have disclosed they are of an ethnic origin other than "white".



- 3.5 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.

## 4.0 Progress Against Actions

- 4.1 The actions developed to reduce our gender pay gap are managed by the Council's People Strategy Board. This action plan has been updated to incorporate ethnicity pay gap actions and will be the subject of further scrutiny and discussion given the latest reported position.
- 4.2 Members will continue to be updated on progress against these actions through an annual review at Staffing and Appeals Committee. An update on progress with actions can be found alongside further detail and analysis on our pay gaps in Appendix 2.

## 5.0 Source documents

- 5.1 Gender Pay Gap Report – Appendix 1.



## Pay Gap Report

Published March 2022

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 2021.

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

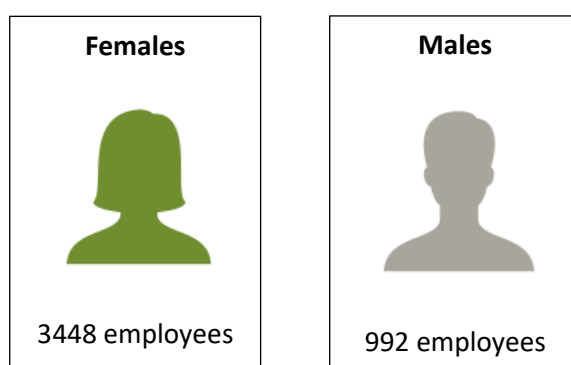
Although not a legislative requirement, we have also chosen to publish our ethnicity pay gap and have included recommendations as a result of the figures into the action plan below.

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.

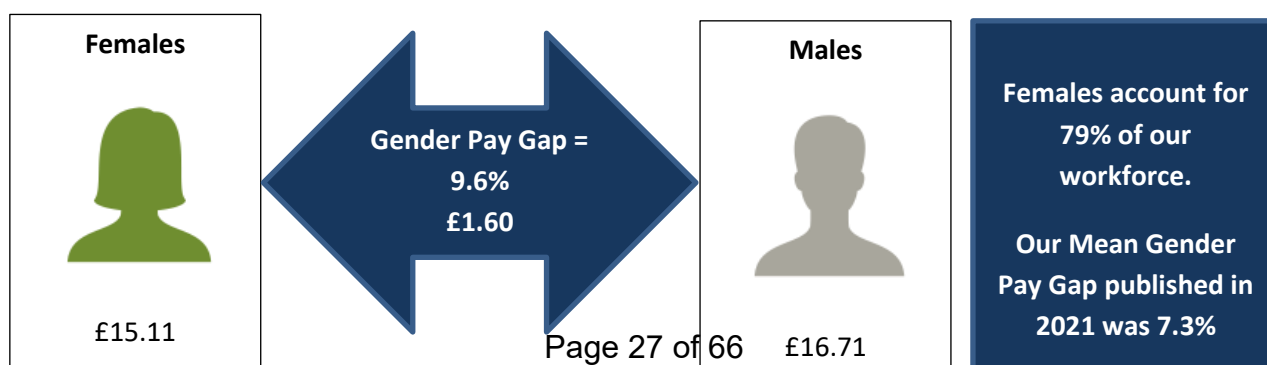
## Gender Pay Gap

### Our Workforce Profile

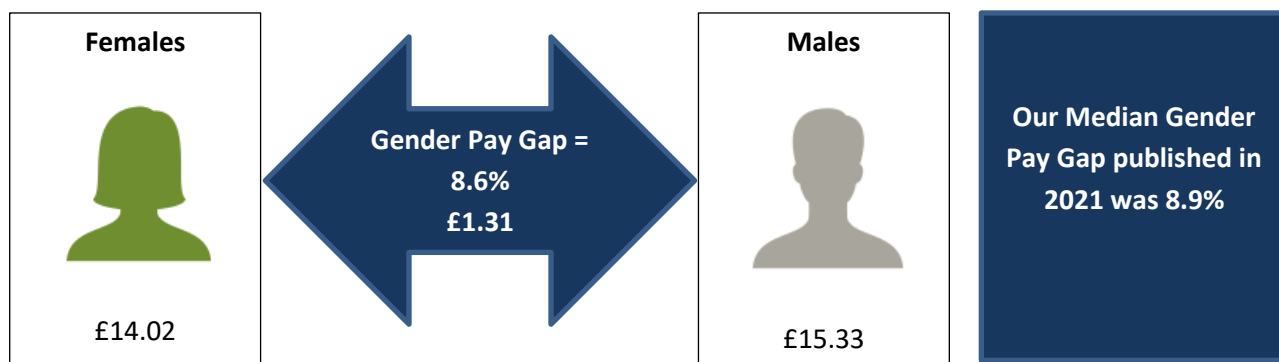
It is worth noting that whilst the headcount for CCC was 4440 on 31<sup>st</sup> March 2021 (the snapshot) date, some employees were employed in more than one post. It is also worth noting that of these 4440 employees, only 3506 (in 3596 posts) were considered in scope under the government gender pay gap reporting guidelines.



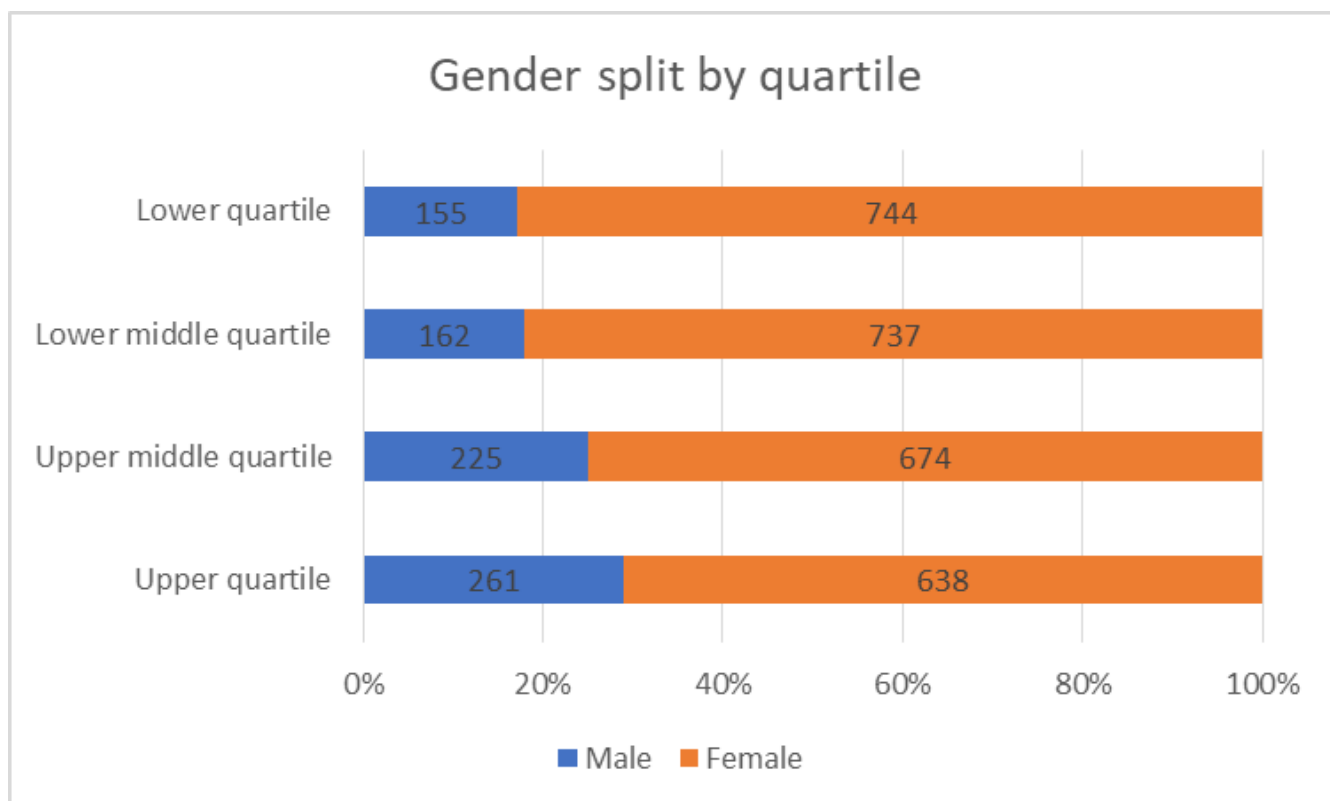
### Mean Gender Pay Gap in Hourly Pay



## 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 £10.68. The lower middle quartile is hourly rates of £10.69-£14.38. The upper middle quartile is hourly rates of £14.38-£17.99. The upper quartile relates to hourly rates of £17.99 and above. Where there were employees on the same hourly rate that overlap between hourly pay quartiles i.e. £14.38 and £17.99, men and women have been split as evenly as possible across the hourly pay quartiles, either side of the overlap. Please also 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, although men are more highly represented in the upper two quartiles.

## 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
1010 employees	57 employees	171 employees	2358 employees
28.1 % of employees	1.6% of employees	4.7% of employees	65.6% of employees
Mean hourly rate = £14.30	Mean hourly rate = £16.73	Mean hourly rate = £15.71	Mean hourly rate = £15.92
Median hourly rate = £12.95	Median hourly rate = £14.38	Median hourly rate = £15.33	Median hourly rate = £14.86

### Pay Gap

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	Median Ethnicity Pay Gap
2.5%	-2.9%

The data above demonstrates that those employees of an ethnic origin other than white are earning an average of £0.21 per hour less than white employees. However, those who have declared their ethnicity as other than white equates to only 4.7% of the council. Having further information on ethnicity will help to determine the true mean and median gender pay gap.

## 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 have incorporated ethnicity gap figures into the report that is presented to our Staffing and Appeals Committee. This includes analysis of quantitative data including workforce data 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 pay gap in the workforce. The only way to reduce our pay gaps are 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 in this regard.

THEME	ACTIONS
<b>Development</b>	<ul style="list-style-type: none"> <li>• Develop clearer career pathways across the Council, ensuring that these are inclusive and accessible to all employees.</li> <li>• Managers and leaders need to be trained in how to spot talent and encourage employees to develop – talent management toolkits to be developed alongside the new people strategy encouraging managers to look beyond their own teams and employees existing roles</li> <li>• Further development and promotion of development initiatives to empower female employees. For example, coaching, mentoring and skills development.</li> <li>• We will run focus groups to better understand this why our 'Black African, Caribbean or Black British' or 'mixed and multiple ethnic group' are least likely to know what opportunities or promotion and progression are available to them.</li> <li>• We will run compassionate and inclusive leadership workshops for senior managers with the aim of creating a more inclusive culture and improving outcomes for people from underrepresented groups.</li> <li>• We will encourage managers and employees to have regular discussions about longer term career aspirations and opportunities, and any barriers that may need to be tackled. Our new People Strategy will have a particular focus on Talent Management, building on career conversations already introduced through Our Conversations.</li> </ul>
<b>Engagement</b>	<ul style="list-style-type: none"> <li>• Upon returning to the office, we will encourage professional networking groups to continue but ensure that these are not location dependant, so they remain inclusive for employees that are not office based.</li> <li>• We will be introducing a reverse/reciprocal mentoring scheme, aimed at senior managers, who will be mentored by volunteers from underrepresented groups. This should have benefits both ways, both by improving the mentees' understanding of lived experiences and barriers within the organisation, but also by providing exposure and networking opportunities for the mentors.</li> <li>• We will be working with an external consultancy to benchmark our workforce and to determine ways in which we can be more representative and more inclusive. This will involve a follow-up all staff survey on EDI.</li> <li>• We will engage much more with our workforce on our pay gaps, ensuring that employees and candidates have the opportunity to read and hear about the work we are undertaking to close the gaps.</li> <li>• Our corporate outcome for 2022 will continue the focus on Equality, Diversity and Inclusion, encouraging all employees to engage and work together to make the Council a place where everyone feels valued and accepted.</li> </ul>
<b>Recruitment and Selection</b>	<ul style="list-style-type: none"> <li>• The recruitment project team will ensure that the new e-recruitment system is able to provide meaningful diversity data that can easily be downloaded and analysed, allowing us better data an insight into who is moving into and within the Council.</li> <li>• We will encourage applications from school leavers, care leavers and employment returners through a continued focus on apprenticeships and work experience. We will focus on roles which are traditionally gender biased to break down perceptions and segregation by sex.</li> <li>• Alongside the system changes, review all recruitment processes to ensure there is no gender or ethnicity bias post shortlisting.</li> <li>• We will build greater flexibility into our recruitment processes allowing them to be tailored to ensure we reach a more diverse pool of candidates each time we advertise.</li> </ul>
<b>Working Practices</b>	<ul style="list-style-type: none"> <li>• Managers to consider working practices and how they could be made more flexible. For example, review the purpose duration and frequency of meetings and consider how the use of IT for example could facilitate flexible working for employees. This is particularly important when widespread office working resumes, to ensure that our working practices remain as inclusive and accessible as possible.</li> <li>• Carry out a wholesale review of our ways of working 6 months after most teams have returned to work-bases.</li> <li>• Continue to look into and introduce new ways to improve workplace flexibility, helping to support those that have family or caring commitments as well as benefitting the wider workforce. Embed and review the success of the recently launched Support for Informal Carers policy and the Carers Support Plan.</li> <li>• Review the success of the 'flexible from first' and flexible bank holiday schemes, both recently launched to support our existing workforce, and help us to become a more attractive and inclusive employer.</li> </ul>

<b>Pay</b>	<ul style="list-style-type: none"> <li>• Ensure our pay and progression schemes are transparent so current employees understand how they can progress through the organisation and new employees understand the full pay and grading details of the role that they are applying for.</li> <li>• Ensure our employees are clear about how progression ratings apply and the links to the new Our Conversations appraisal process.</li> <li>• Conduct a review of the new ratings process, in particular reviewing whether the new scheme has achieved the aim of being more inclusive to females and part time staff.</li> <li>• We will adopt the Real Living Wage foundation pay rates for our directly employed staff and will continue to explore the implementation of the real living wage across partners and commissioned services.</li> </ul>
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## 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.





## Appendix 2: Cambridgeshire County Council Pay Gap Analysis 2022

### 1. Summary

Our first Gender Pay Gap Report was published in March 2018 when gender pay gap reporting became a statutory requirement. Since this time, Committee have received detailed annual gender pay gap reports outlining not only the statutory requirements but also detailed analysis into our pay gap and actions taken and planned to address the gap.

The gender pay gap outlines the differences in average hourly earnings between Cambridgeshire County Councils' female and male employees. All public sector organisations must publish their gender pay gap data as set out in The Equality Act 2010.

All employers must publish the following,

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

The data that is published is based on data extracted as of 31<sup>st</sup> March the year prior to publication.

As is the norm in local authority services, Cambridgeshire County Council has historically been made up of a female dominated workforce. Our workforce data tells us that the council is attracting and retaining women well and we have a fairly representative number of female employees across all four pay quartiles. The council has a fair and equitable pay policy in place and promotes flexible working practices. All jobs in the council are evaluated using the Hay methodology to ensure we have equal pay for male and female employees carrying out the same work.

2021 saw us calculate and publish our ethnicity pay gap for the first time. It is not mandatory for employees to declare their ethnicity, and therefore we do not have complete data to use. We are currently in the process of re-procuring a new e-recruitment system and are hoping that the diversity and ethnicity information fields can become mandatory, whilst still giving employees the option to 'prefer not to say'. This will also enable us to consider reporting on more protected characteristics in the future.

Analysis and research into our gender pay gap suggests that Cambridgeshire County Council does not have a specific issue with gender pay. The research outlines that there are no particular salary grades or professions which have a disproportionately high gender pay gap. Our current HR policies and practices do not seem to create any gender pay gap bias and our managers are appropriately complying with these policies.

Our research has reinforced our thoughts that we have a fair and equitable pay structure, and that it is possible to have equal pay across the organisation but still have a pay gap. Whilst in the long term we have seen our pay gap decrease, it is disappointing to report an increase in the mean gender pay gap this year, and unfortunately there is no quick win or simple solution to reduce a pay gap in the workforce. The best way to reduce a pay gap is to take a long-term view of resourcing, developing, and engaging our workforce. The pay gap action plan was developed, initially with gender pay

specific actions and now more widely to encompass our ethnicity pay gap, to outline the actions we are committed to undertaking to reduce our pay gaps. These actions are managed through the People Strategy Board and progress against these are reported to Staffing and Appeals Committee annually.

## 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. It is not '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 men and women 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.

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

**Median:** Line up all of the values in a dataset for males and females, or white and ethnic origin other than white, in order from highest to lowest value. The median is the value in the middle of the dataset (midpoint of the range).

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

**Lower quartile:** lowest 25% of numbers

**Lower middle quartile:** second lowest 25% of numbers

**Upper middle quartile:** second highest 25% of numbers

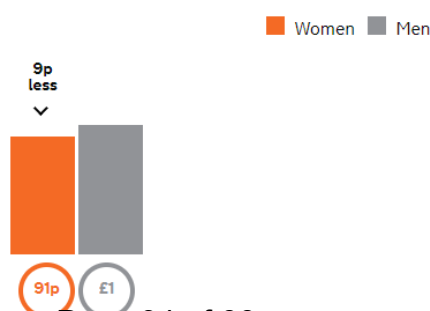
**Upper quartile:** highest 25% of numbers

Cambridgeshire County Council was proud to take the proactive step in first publishing an ethnicity pay gap figure in 2021. As this is not yet a statutory requirement, there is no agreed calculation or classification for the data. We 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.

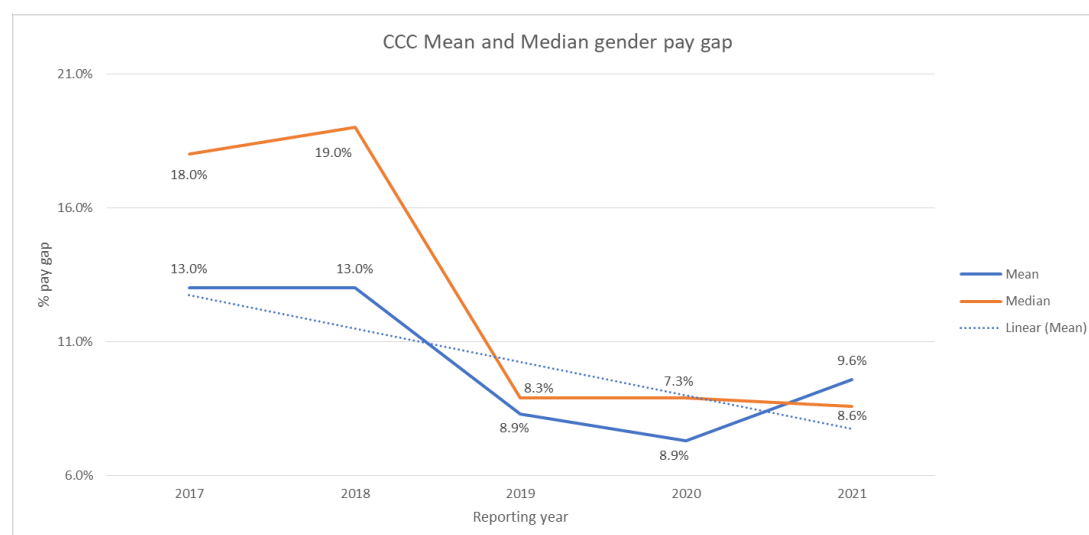
## 3. Our Gender Pay Gap – The Five-Year Picture

Our mean pay gap reported this year is 9.6% and the median 8.6%.

Our median pay gap reported this year has reduced slightly from 8.9% to 8.6%. In terms of pay per pound this equates to women earning 91p per every pound a man earns which is the same as the data reported in 2021.



While the median has decreased, we have seen an increase in the mean gender pay. The mean gender pay gap has increased from 7.3% as reported in 2021 to 9.6%. In financial terms this is an average difference between men and women of £1.60 per hour, compared with £1.23 last year. We can still a downward trend in the gender pay gap which is shown on the linear trend line on the graph below.



Whilst it is difficult, even with extensive analysis, to provide an exact reason why the mean pay gap may have seen an increase, the number of relief staff we were paying at the date the data was taken may well have had an adverse impact on our pay gap. The 2022 pay gap publication takes data from the establishment as of 31<sup>st</sup> March 2021. At this time, a number of our regular relief workers were being paid an average salary to compensate them for the loss of work in services that were closed due to the national lockdown e.g. outdoor centres, children's centres. Although we cannot identify the exact impact this has had to the gender pay gap figures, the relief staff who we paid salary to during at this time were 90% female and tended to be in roles paid at the lower end of our pay scales, so we have grounds to consider that this has skewed the figures to some extent.

At Cambridgeshire County Council we take a long-term view of reducing our pay gap by regularly reviewing the actions we have committed to take. Whilst the increase in the mean gender pay gap is disappointing, it is pleasing to see a reduction in the median pay gap continuing for this year. We have reviewed the action plan and added in additional and robust actions to the plan for this year in the hope that we can continue to decrease our pay gaps.

## 4. Our Ethnicity Pay Gap – The Two-Year Picture

Our mean ethnicity pay gap is 2.5%. Our median ethnicity pay gap is -2.9%, both are the same as reported last year.

The chart below highlights a more apparent gender pay gap in the white ethnicity category with a 10.7% gender pay gap, which is higher than the not known/prefer not to say category at 9.3% and much higher than the other category with 3.9% gap. Within each ethnicity category the number of employees differs however the overall split of males and females is comparable with our overall workforce figures of 79% female and 21% male.

The information we hold for ethnicity is the same as last year, with minor changes for new starters. We are taking action this year to improve the level of data we hold for employees for ethnicity to reduce the number of employees falling in the unknown category and allow further analysis of this data in the future.



The mean hourly rate for white employees is £15.92, other is £15.71 and those who prefer not to say/not known is £14.43. Those in the not known/prefer not to say category are earning £1.49 less than those in the white ethnicity category. However, the not known does account for 23% of the organisation, nearly a quarter and therefore improving our data on ERP will help to understand if this is a true reflection of the pay gap.

## 5. The National Picture

### Gender Pay

Organisations do not need to submit their gender pay gap figures until the end of March each year, so a direct comparison with other Councils on this year's figures is not possible. However, for reference, the table below shows the figures for comparable County Councils for last year.

Council	Mean (%)	Median (%)
<i>Cambridgeshire County Council</i>		
2021/2022	9.6	8.6
2020/2021	7.3	8.9
2019/2020	8.3	8.9
2018/2019	13	19
2017/2018	13	18
Suffolk County Council	12.2	17.7
Staffordshire County Council	10.5	13.7
Derbyshire County Council	10.4	15.2
Norfolk County Council	10.3	8.2
Essex County Council	9.3	9.8
Buckinghamshire County Council	7.5	4.1
Lincolnshire County Council	5.9	3.6
Hertfordshire County Council	3.5	4.6

The national picture for the past three years, taken from the Office for National Statistics (ONS) [ONS Gender Pay Gap in the UK 2021 report](#), shows a slight increase in the national gender pay gap from 14.9% in 2020 to 15.4% in 2021, but overall still sees a decrease from the 2019 figure of 17.4%. Our figures are comparable with this trend.

The ONS reports a significant difference in the pay gap of those above and below 40 years old. We have therefore considered this in our data analysis below.

### **Ethnicity Pay**

As the current regulations only concern gender pay, comparator data for ethnicity is not readily available. However, the ONS provided some observations on ethnicity pay in 2019 at which time it was estimated that the national median hourly pay for those in the white ethnic group was £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 two years has remained at -2.9%.

The simple comparison between white and ethnic minority groups as used in both the ONS findings, and our data analysis, does however mask a wide variety of experiences among different ethnic minorities and until there is fuller data on the ethnic profile of our workforce and the national picture, it is difficult to provide further meaningful analysis.

Although there is greater focus below on the data concerning our gender pay gap, our action plan published as part of our pay gap data fully encompasses actions to reduce all pay gaps, not just those relating to gender.

## **6. The Analysis**

The analysis outlined below provides a summary of the data that has been considered to determine the actions needed to reduce the Council's pay gaps.

It is acknowledged that the mean gender pay gap has increased this year compared to the 2021 publication. As previously outlined to Committee, a reduction in a pay gap with a large organisation such as the Council takes time and targeted efforts and despite the slight increase in the mean gap, it is rewarding to see a downward trend from when we started.

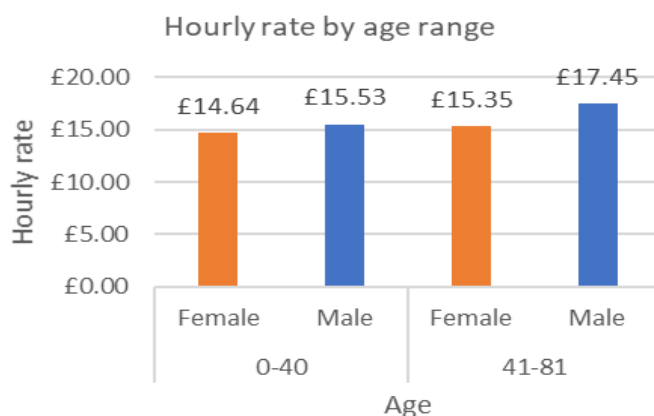
As will be seen from the update of progress against the action plan, there has been a considerable amount of work completed and this will continue to take place to reduce the pay gaps.

### **Gender split and pay gap by age**

Our workforce is populated by 79% of female employees; 4 in every 5 employees are female which is consistent with trend data on our gender profile. Of the relief cohort, female employees account for 87% of relief workers.

Office for National Statistics figures outline that there is a large difference in gender pay between employees aged 40 years and over and those below 40 years old. The report also identifies that women over 40 years old are less likely to work in higher paid managerial positions – with a higher proportion of women over the age of 40 working in lower-paid occupations, when compared with younger women.

The chart below illustrates our mean hourly rate by gender split by under and over 40.

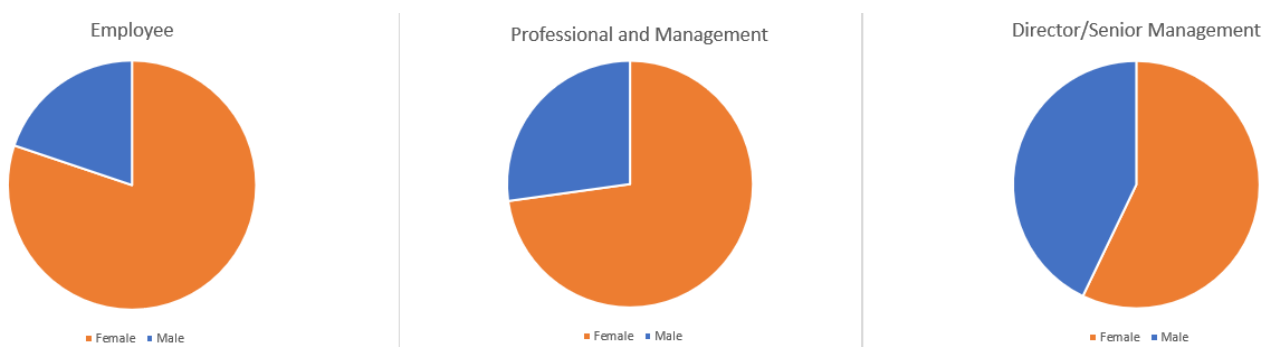


The chart demonstrates for those under 40 the gender pay gap is 5.7% which is significantly less than those over 40, which shows a 12.0% gender pay gap. These figures clearly show we are consistent with the national trend and need to focus on reducing the pay gap for those over 40 years old.

#### Gender split and pay gap by grade

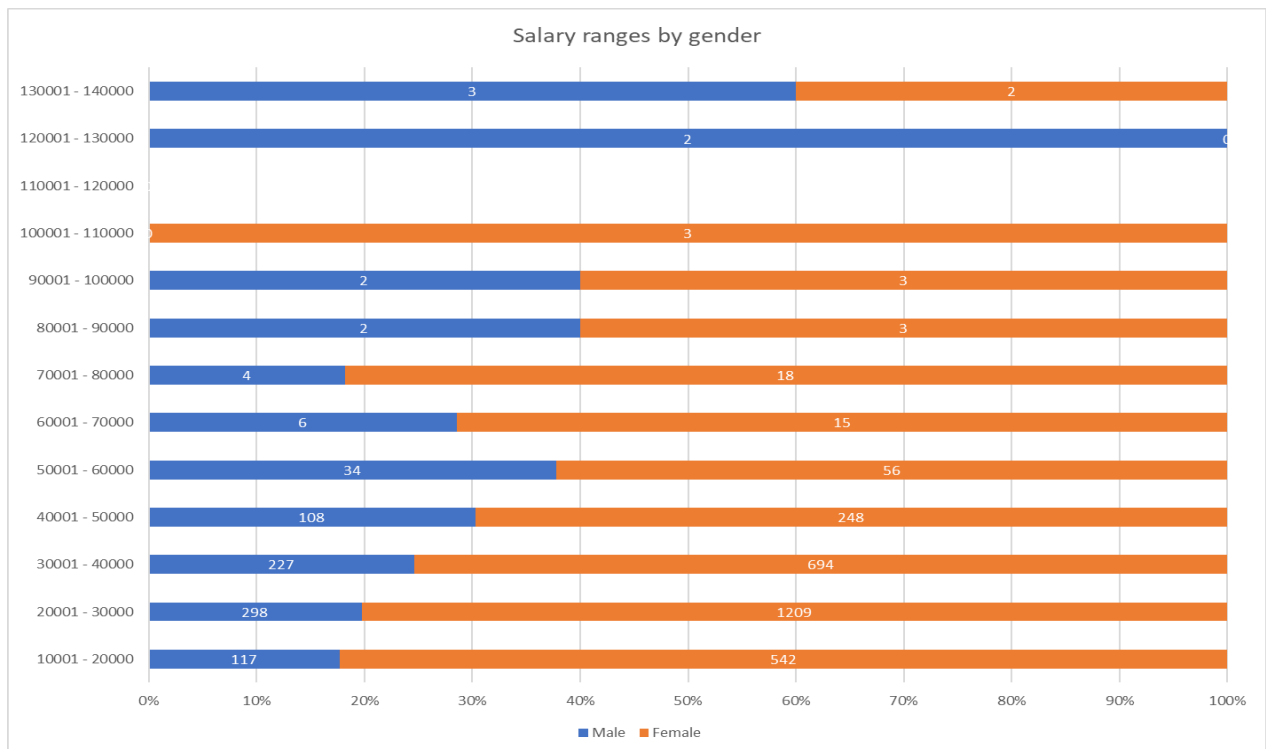
The pie charts below show the gender split by Employee, Professional and Management, and Director/Senior Management. To enable transparent reporting, and for the purpose of this analysis only, employees are classified as those with salaries of less than £32,000 per annum, professional and management employees are those on salaries of £33,000 - £75,000 and directors/senior managers are those paid at £76,000 per annum or more.

Overall, whilst still demonstrating a greater proportion of females in all categories, the charts below show a higher proportion of men in senior positions within the council.



Further analysis outlines that 86% of employees in our Professional and Management grade 6 (the highest grade before our Corporate Leadership pay spine) are female, which typically relates to Heads of Service roles. This suggests that work still needs to be taken, over the long term, to increase the opportunities and encourage women to progress into senior management and director positions within the Council.

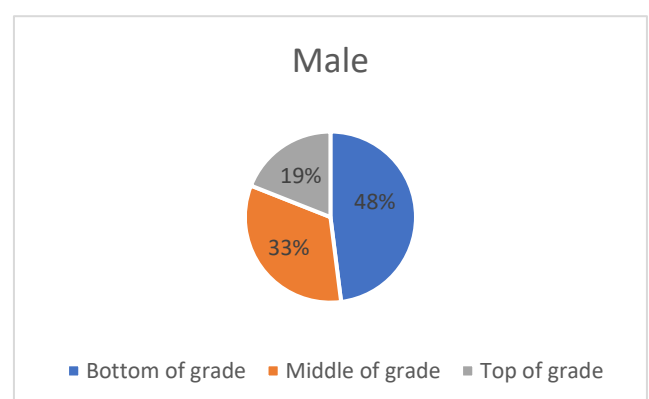
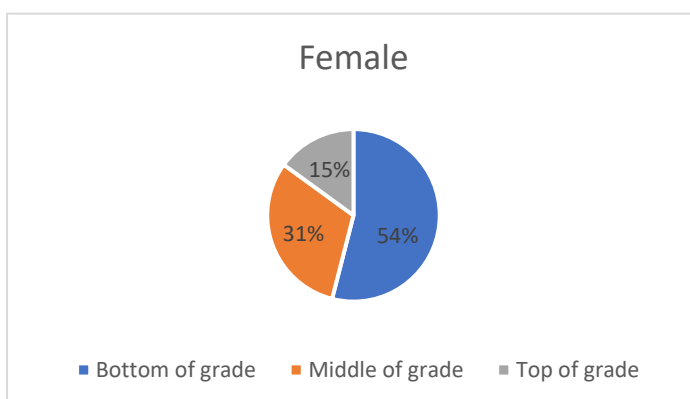
To review this by salary ranges, the chart below illustrates the split by gender in £10k bandings.



Our data corresponds with the national picture. The ONS states that the difference in pay between the sexes is largest among higher earners. This can be seen in the charts above and is reflected within Cambridgeshire County Council as an organisation.

### Starting Salaries and Gender

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 2020 – March 2021, 491 employees started new roles, incorporating both new starters and internal movers. 110 of these started on fixed salaries for example TUPE transferred in on protected salaries or appointed to a fixed ASYE social worker rate. Of the remaining 381 employees, the breakdown of starting point in the grade is shown as a percentage by male and female below.



It can be seen from the above that there is some difference between the starting point in the grade by gender, with 6% more women starting at the bottom of their grade, and 4% more males starting at the top of their grade. Further work can be done to ensure that our pay grades are transparent and we are not discouraging either gender negotiating a higher starting salary, and managers do not consciously or unconsciously bias towards any particular gender when agreeing starting salaries.

### **Performance appraisal analysis – analysis ethnicity and gender**

The appraisal process in place for last year's incremental progression increases outlines that eligibility for pay progression was dependent on employees receiving a rating of 'Highly Effective' or 'Exceptional'. If the employee received one of the top two performance ratings, they were able to move up to the next spinal column point, to the ceiling point of the grade.

Overall, 31% (1,170) of employees were rated as either '**Highly Effective**' or '**Exceptional**' in their 2020/2021 performance appraisal.

Of the 1,170 employees who received a rating of 'Highly Effective' or 'Exceptional', three quarters were females (893 people) which is broadly representative of the female to male workforce ratio (79:21).

It appears from the data, that males (28.27%) are more likely to be rated as higher performing and therefore attract an increment than females (23.83%).

Of those employed on a full-time contract, 32.27% received a rating of Highly Effective or Exceptional rating, compared with 21.17% of those on a part-time contract, this is 2.17% higher than last year but is still over 10% lower than those on a full-time contract.

Across the organisation, as the time of reporting, 59% of our employees identify as white (White English/ Welsh/ Scottish/ Northern Irish/ British). 30% of our workforce have not identified under any category. The remaining 11% identify across the remaining 17 categories. Of those 59% who identify as white, 28% were rated as Exceptional or Highly Effective.

Of the 11% who declare they are from an ethnic origin other than white, 21% were rated as Exceptional or Highly Effective.

Of those who have not stated their ethnicity, 18% were rated as Exceptional or Highly Effective.

The figures above demonstrate that increasing the inclusivity of our appraisal scheme and reducing the differentials between full and part time staff may help to reduce our pay gaps. This was a consideration when developing the new appraisal scheme – Our Conversations. 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. This should increase the opportunity for those in lower graded roles and on part time contracts, who are proportionately more likely to be female, to demonstrate their achievements and be eligible for a performance increase. Data relating to this measure will be available and analysed after the first round of performance increases in April 2022.



## Action Plan Progress

This action plan was first presented to Staffing and Appeals Committee in September 2018, and is reviewed annually. Progress against actions are outlined below.

THEME	ACTIONS	MEASURES
<b>Improve development opportunities for female employees</b>	<ul style="list-style-type: none"> <li>• Clearer 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>• 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.</li> </ul>	<p>Employees PADP will outline objectives and training and development actions</p> <p>Workforce statistics will demonstrate more employees moving teams to take on opportunities at both their existing and promotional grades</p> <p>The workforce statistics will, over time, illustrate a shift in attracting and retaining female employees into posts typically occupied by men</p> <p>The take up of coaching and mentoring will increase within our female employees</p>

### Progress update – January 2022:

A new appraisal process has been developed and was launched in April 2021. This has much more of a focus on outcomes and personal development, helping managers to better manage talent and developing their employees. This new process encourages managers and employees to think about their development both for their current role, and their longer-term career.

The past 18 months has seen many employees temporarily move teams to assist with the Council's Covid response. This example of demand-led redeployment is a great example of how movement across the organisation can work, with the challenge now to consider how to learn from this to assist with personal development for individuals.

Work has started to develop a more comprehensive coaching and mentoring programme and this will be available for all employees and not just females. We have developed resources about mentoring arrangements that are accessible to all employees.

Additionally, an employee engagement survey, specifically focused on Learning and Development, was run earlier this year and completed by 633 employees from Cambridgeshire. This has led to a significant amount of feedback and actions that are linked and can be added to our pay gap action plan.

### Development actions to carry forward to next action plan:

A thorough review of the new appraisal and ratings process will take place in April 2022 with particular consideration of gender and ethnicity.

Our employee engagement survey indicated that our employees identifying as 'Black African, Caribbean or Black British' or 'mixed and multiple ethnic group' were least likely to know what opportunities or promotion and progression were available to them. We have committed to run some focus groups to better understand this and to address this, particularly within underrepresented groups.

We will better promote the coaching and mentoring offering and outlines the benefits of such arrangements.

<p><b>Engagement</b></p> <p>Our research identified that 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>Communication and engagement plan agreed and implemented.</p> <p>Data from e-recruitment system and learning and development will illustrate an increase in females applying for new posts/development opportunities within the Council</p> <p>Networking groups established and being utilised – these will initially be established from cohorts of attendees from the learning and development initiatives outlined above</p>
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**Progress update – January 2022:**

Re-focused corporate communications have significantly helped to achieve this and more recently the COVID-19 pandemic has resulted in regular interactive sessions being led by our Senior Managers and Members, many of whom are female. Fortnightly Cambridgeshire Conversations take place hosted by a Member of our Corporate Leadership Team. More recently these have been moved to take place during school hours, resulting in over 300 employees attending these live sessions.

Networking groups have continued to be developed and the Council have recently launched a monthly equality, diversity and inclusion conversation, attracting over 200 employees to each session that has been run to date. These sessions, hosted by the Director of Customer and Digital Services promote various equality and diversity subjects, provide a forum for discussion and to provide feedback and have been very well received by employees.

**Engagement actions to carry forward to next action plan:**

Continue to promote networking opportunities and consider how these will continue to be as inclusive as possible once a widescale return to offices takes place.

Work with the recruitment project team to ensure that the new e-recruitment system is able to provide meaningful diversity data that can easily be downloaded and analysed.

<p><b>Recruitment and selection</b></p> <p>We need to improve how we attract and retain females into roles where they are less represented</p>	<ul style="list-style-type: none"> <li>Review of recruitment processes to ensure there is no gender bias post shortlisting. Considerations may include encouraging diverse shortlisting and interview panels.</li> <li>Review of sample job descriptions/adverts to ensure there is no subtle gender bias</li> </ul>	<p>Output of recruitment process review</p> <p>E-recruitment data will illustrate number of females who have applied, been shortlisted and appointed to advertised posts</p>
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**Progress update – January 2022:**

A wholesale review of the recruitment process is underway with a focus on:

- New creative ways of advertising
- A greater emphasis on social media
- A new recruitment policy has been developed in collaboration with the Equality and Diversity Network with the aim of ensuring that any unconscious bias is challenged at any potential point in the process

Our e-recruitment system will be replaced this year with a new solution that has greater functionality.

A new recruitment training course has been developed. This is now delivered virtually and jointly by the Recruitment and HR Advisory team in an interactive training event, ensuring that essential skills are developed in addition to the knowledge shared on the recruitment processes.

A dedicated recruitment page for social care roles has been set up with streamlined application routes.

**Recruitment actions to carry forward to next action plan**

Our current e-recruitment system is being replaced and re-procured. In advance of this time, a project team has been set up to develop the needs we have from this system so the new system can lead positive change in the whole recruitment process and experience.

**Working Practices**

Flexible working practices will improve retention of our staff and allow employees with non-work responsibilities (i.e. family commitments, studying) to continue to progress through the council without compromising their work/life balance

- Have an agreed, consistent, where possible, definition of flexible and agile working that is endorsed from the Chief Executive that is workable through all management tiers, subject to service needs
- As part of the Cambs2020 programme a programme of training will be rolled out across all teams to support improved flexible and agile working Managers will need to understand how to flex individual working practices to manage the impact on the team.
- 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

Agreed definition developed and published through the Cambs2020 project

Attendance of training.  
Increase in flexible working practices

Agree and publish policy to encourage managers to review working practices across teams

**Progress update – January 2022:**

This was initially implemented through the Agile Working Policy that was launched at the end of 2019. This policy was subsequently reviewed to take into account and COVID-19 related learnings, and rebranded and relaunched as 'Our Ways of Working' in January 2021 and following this, training was developed and delivered to over 300 managers across the Council.

The new ways of working policy includes a new worker type of remote – giving more flexibility for employees to choose where they undertake their work and providing them with a mechanism to request remote working.

Team charter templates have been developed alongside Our Ways of Working guidance and these will be continually updated as more staff return to office locations.

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, and have recently introduced guidance and support for employees with caring responsibilities and for managers managing these employees.

**Working Practices actions to be carried forward to next action plan:**

Review the impact of the changes to the ways of working policy – considering who has become remote workers.

Review the cultural changes experiences when teams return to work in Council buildings.

Review take-up of the flexible from first approach.

Hold focus groups with those that have utilised the additional carers support and consider the success and impact that this has had.

<p><b>Ethnicity Gap</b> 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>• Encourage employees to complete their ethnicity data, to enable us to report better on our pay gap.</li> <li>• Work with the Equality and Diversity network and review data from the Equality Diversity and Inclusion pulse survey to draw up an action plan to improve the ethnicity pay gap.</li> </ul>	<p>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 to enable us to determine more specific measures.</p>
<p><b>Progress update – January 2022:</b> We have encouraged employees to complete their equality and diversity information on ERP by reminding them how to do this, and also through a blog outlining why we request this information and why it is so important. Unfortunately returns are still below 80%. We are working to update the categories on ERP, especially in relation to gender to encompass more inclusive terms.</p> <p><b>Ethnicity gap actions to be carried forward to next action plan:</b> Continue to encourage employees to complete their diversity information on ERP. When the system has been updated, widespread communications need to outline these changes and reiterate the benefits and reasons why we ask for equality and diversity information.</p>		

## Cambridgeshire County Council People Strategy

To: Staffing and Appeals Committee

Meeting Date: 22nd February 2022

From: Janet Atkin, Assistant Director HR Services

Purpose: To provide Committee with an update on progress with the People Strategy action plan, and to summarise the process being followed to develop the new People Strategy.

Recommendations: The Committee is asked to note the information contained in the report.

### Officer contact:

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## 1.0 Purpose

- 1.1 The purpose of this report is to provide Members with an overview of achievement against the Cambridgeshire County Council People Strategy, and to summarise the process being following to develop the new People Strategy.

## 2.0 Summary

- 2.1 The current People Strategy was approved by Full Council in May 2019 and progress against the action plan that was developed to accompany it has been presented to Staffing and Appeals Committee annually since implementation of the strategy. The People Strategy covered the years 2019 – 2021.
- 2.2 Bi-monthly People Strategy Boards, led by the Director of Customer and Digital Services, and attended by a number of service representatives as well as members of the HR Team, monitor progress against the People Strategy action plan to ensure a coherent, joined up approach to all people and workforce related activities.
- 2.3 Over the course of the past 24 months, the COVID-19 pandemic has had a significant impact on our workforce. The places that we work, the need for employees to temporarily undertake new and different job roles to support the corporate response, and the need for widespread reprioritisation of all that we do had to take place virtually overnight in March 2020. This led to new ways of working providing both challenge and benefits as well as many lessons to be learnt from these new practices.
- 2.4 As a result of these learnings and challenges, the people strategy action plan was revisited and significantly updated through a series of workshops with members of the People Strategy Board in October 2020. The revised action plan can be seen in Appendix 1.
- 2.5 As we come to the end of the current people strategy, work has started to develop the new strategy which will come into effect later this year. This report provides an overview of progress against the actions that were outlined in the original people strategy as well as the new actions that were agreed in October 2020. Additionally, a summary of people related measures taken in response to the Covid-19 pandemic have been outlined where relevant.
- 2.6 An overview of the current workforce profile is provided in Appendix 2 for information.
- 2.7 Progress is summarised under the five strategy themes of:
  - Resourcing
  - Employee Engagement
  - Wellbeing
  - Skills Development and Behaviours
  - Reward and Recognition

## 3.0 Resourcing

### 3.1 Recruitment Internet Site

A [careers and job section](#) has been developed on our website making it easier for potential employees to find roles with us and a dedicated page has been created for [Social Workers](#) with quicker and easier ways to apply for these roles.

### 3.2 Disability Confident Accreditation

As a disability confident employer, we have proudly been assessed as thinking differently about disability and have demonstrated that we take action to improve how we recruit, retain and develop people with a disability.

### 3.3 Dedicated Recruitment Team

A dedicated social care recruitment team provide a professional approach to recruitment for roles in Social Care and continuously develop new campaigns to attract candidates and monitor vacancies in the services.

### 3.4 Recruitment Process Improvements

Carried out in collaboration with the Equality and Diversity Network, a review of the recruitment process led to a streamlined process, an increase in the use of different social media platforms and more inclusive images and wording. Alongside this, a full review of all aspects of recruiting and onboarding new employees is now underway with a target of early summer for a roll out of a refreshed approach.

### 3.5 E-recruitment System

Building on these improvements, a wholesale review of the end-to-end recruitment process has commenced alongside the re-procurement of a new e-recruitment system. This project involves colleagues from across the Council and will result in the introduction of a new system, improving the recruitment experience for both managers and candidates, and creating a positive and inclusive candidate experience, whether someone takes a role with the Council or not.

### 3.6 Recruitment Training

A new recruitment training course has been developed with the aim of ensuring that managers across the organisation are clear on their responsibilities as a good employer. This interactive remote session demonstrates how the reputation of the County Council can be affected both positively and negatively by the experiences candidates have during a recruitment process.

### 3.7 Advertising

Attracting candidates into certain roles in social care is a known challenge so the context of a pandemic has required managers and the recruitment team to be even more creative. Over the course of the past two years, despite the pandemic, the reliance on agency workers continues to be kept to a minimum with the focus firmly on the attraction of permanent staff. To do this, the creative advertising approach developed is continually refreshed and the use

of social media has been a primary method of reaching out to the audiences we want to draw. The dedicated [Social Workers](#) webpage mentioned above is one example of this.

### 3.8 Retention in Social Care

Retaining candidates once they are in role is equally as important as attracting them and certain areas, such as Social Care teams, have experienced particular challenges with turnover levels in some teams reaching 24%, not helped by how competitive the market place is. To mitigate this, retention payments have been developed, approved and are being implemented in some social work teams. Eligibility is team specific depending on turnover and recruitment challenges. Eligible Social workers receive an additional 20% of their starting salary paid as three non-consolidated payments over a period of three years. Although the scheme has adopted some principles of the successful Peterborough City Council scheme, the success of the scheme within Cambridgeshire will be monitored by reviewing turnover and recruitment levels as the scheme embeds.

### 3.9 Kickstart Scheme

The Government announced the launch of the national Kickstart scheme in September 2020, providing funding to create new job placements for 16- to 24-year-olds on Universal Credit who are at risk of long-term unemployment. To date we have employed 10 individuals under the terms of this scheme and have already seen one of the individuals successfully progress to a permanent role with us.

### 3.10 T-Level Placements

Following a Member request to make contact, in September of this year, we entered into a partnership with Cambridge Regional college to offer T-Level placements to eight students. These 315-hour work experience placements intend to provide students with a practical insight into work. Both the Kickstart and the T-level placements are an excellent way to attract younger employees to the Council and help them see the Council as an attractive employer.

### 3.11 Ongoing Actions

Further work to be carried forward into the new action plan include:

- Continue work to ensure that the diversity of our workforce is more representative of the communities in which we work

## 4.0 Employee Engagement

### 4.1 Engagement Surveys

Regular engagement surveys were launched in June 2020, with the purpose of collecting feedback from all staff about a given topic. Since this time, surveys have included staff engagement, wellbeing, Equality Diversity and Inclusion (EDI), the way we work, development and career progression and respect @ work. Regularly responded to by over 1000 employees, the feedback and resulting action plan from each survey is published on Camweb. Workforce related actions from these surveys feed into the people strategy action plan. Topics for the next twelve months will be:

- February/March 2022 - Equality, Diversity and Inclusion



- May 2022 - Wellbeing, health and safety
- September 2022 - Communications and engagement
- November 2022 - The way we work
- January 2023 - Respect@Work

## 4.2 Corporate Communications

Corporate communication has been particularly high since the start of the pandemic, with frequent, and at times daily, all officer emails being sent out as national guidance is issued. Accompanying these messages has been a frequently asked questions document, managed by the HR team and updated regularly in line with national or Council changes.

## 4.3 Trade Union Engagement

We pride ourselves on our good working relationships with our recognised trade unions. In addition to the monthly Corporate Joint Panel meeting, we engage trade unions in a wide range of people related activity and during the COVID-19 pandemic weekly or fortnightly meetings with all three recognised trade unions have taken place.

## 4.4 The Cambridgeshire Conversation

The introduction of fortnightly 'Cambridgeshire Conversations' has been particularly popular and well received. These Microsoft Teams sessions are hosted by the Chief Executive or other members of the Corporate Leadership Team. The 25-minute sessions are open for all employees to join, and they focus on a different subject each week. Up to 350 employees can join at any one time with the sessions also being recorded and posted on Camweb, and these are regularly viewed by around another 600 people.

## 4.5 Ongoing Actions

Further work to be carried forward into the new action plan include:

- A review of employee engagement once a widescale return to office takes place – ensuring that networking groups and employee engagement remains inclusive and accessible to all.

# 5.0 Wellbeing

## 5.1 Wellbeing Group

Although a wellbeing group was established at the time the current people strategy was launched, the start of the pandemic in 2020 highlighted that employee wellbeing needed an even greater focus than the aspirations first outlined in the strategy. In April 2020 the wellbeing group was re-focused and through collaboration across Cambridgeshire and Peterborough, a single wellbeing group started to meet weekly and attended by colleagues from Public Health, H&S, HR, L&D, Communications and IT. The primary focus of the group was, and remains to be, promoting wellbeing support and resources in the organisation, as well as finding and creating new resources at low to no cost. The wellbeing group have been conducive in creating many of the initiatives outlined below and have developed the Council's wellbeing support into the extraordinary offering that it is today.

## 5.2 Wellbeing Portal

The wellbeing portal was launched in 2020, creating a central space for employees to access information and resources on our wellbeing offer. In the last quarter of 2021, the portal was getting up to 5,700 views per month. Some of the most popular blog posts have received up to 1,100 views, as well as comments and offers to share personal stories. This is complemented with weekly wellbeing articles in Friday Focus, posts on Yammer and from December 2021, a dedicated Wellbeing Newsletter.

## 5.3 The Wellbeing Hour

The Wellbeing Hour was launched in September 2020, as an opportunity for a regular shared experience focussed on wellbeing, something that our employees told us they felt was lacking in our new remote-working culture. This is an hourly session, via MS Teams, during which time our employees by hear from an expert, learn about a topic that could support their wellbeing, and share that experience with others. 15 sessions have taken place to date including topics that have been requested (Coping with Anxiety), as well as planning some to coincide with our wellbeing calendar (Menopause Awareness). These are recorded available to watch later, along with associated resources, on the Wellbeing Portal. The sessions are frequently attended by more than 200 employees with the menopause session fully booked at 350 registrations. Feedback is consistently positive and where we have had particularly positive sessions, we have used this as a springboard to expand our internal offer e.g. launching a 'Sleep and Resilience workshop as part of our existing contract with Mental Health in the Workplace as well as engaging with the provider of the Menopause Awareness session for 'Train the Trainer' and therefore upskill a number of internal trainers to deliver more of these sessions.

## 5.4 Respect@Work Policy

We recognise the challenge to wellbeing that occurs when individuals do not feel respected at work and we have engaged extensively via surveys and also focus groups with our employees to understand what they need. Following this feedback, the Council's Respect@Work policy (launched in March 2019) was reviewed in November 2020 and again in April 2021 to ensure it was still fit for purpose. Individuals who have used the policy were encouraged to provide feedback that led to a number of significant positive changes, including:

- Statements added to the policy providing examples of behaviours that are appropriate and ensuring that it is clear that the Council has a zero-tolerance approach to any bullying or harassment.
- Adding a specific section about discrimination, covering all protected characteristics, but making it clear that as a Council we take a firm stance that discrimination isn't acceptable, rather than it just being a legislative requirement.
- A series of case studies were developed providing examples of behaviours deemed appropriate or inappropriate.

The next steps involve expanding our Respect@work contacts whilst continuing to ensure that the policy remains up to date, accessible and well communicated to the whole workforce.

#### 5.5 Mental Health in the Workplace Training

Mental Health in the Workplace training was provided to Directors in 2019 and was subsequently rolled out across the Council for all employees with additional targeted sessions available for line managers. The training has been very positively received with feedback from the sessions being excellent. In total over 2000 workshops have been attended by employees. We are working with the provider to create an online version that will be available to all employees when our contract ends with them.

#### 5.6 Mental Health First Aiders

The Council have had Mental Health First Aiders (MHFA's) for a number of years. More recently the capacity to support individuals in times of crisis increased through doubling the numbers of trained MHFA's. 50 employee volunteers now offer a non-judgemental listening ear and signposting to other sources of support.

#### 5.7 Employee Assistance Programme

The Council have had an Employee Assistance Programme (EAP) for a number of years now, but more recently, and in line with the wider wellbeing agenda, we have increased the communication and promotion of the scheme. As a result, the use of this scheme has increased by 14.5% in the past year. In the same period, the percentage of people who were in work at the end of a period of EAP arranged counselling has also increased from 50% to 60%. This suggests that the counselling offered has had a direct impact in helping employees to manage their wellbeing and enabling them to remain at work during times of difficulty.

#### 5.8 Wellbeing Study

During 2020 we partnered with the University of Cambridge to offer our employees the opportunity to be part of a wellbeing study, the findings of which are intended to evaluate the kinds of wellbeing interventions that are most effective to offer in a work environment. This is ongoing and learning from this study will help to form wellbeing actions that will be outlined in the new people strategy.

#### 5.9 Our Conversations

We have made conversations about wellbeing central to our new supervision and appraisal approach, 'Our Conversations' as well as ensuring that our induction includes signposting to the sources of support available.

#### 5.10 The Protected Hour

The protected hour was announced in November 2020 as a commitment from JMT to help encourage all employees to take a break from their work. It was identified that during the winter months whilst a large proportion of our workforce were still working from home, the middle of the day might be the only time employees can go outside in daylight. JMT's commitment meant that by blocking the hour of 13.00 – 14.00 in diaries, employees have the

confidence that there will be an hour in the day where they will not be involved in an internal meeting.

#### 5.11 Office-based Working

Whilst most teams and employees have continued to work from home since March 2020, a process was been put in place whereby managers could request for members of their team to return to an office location when they have concerns about the individual's wellbeing. A Buildings Recovery Group was established by JMT to support this process comprising of Heads of Service from Business Improvement & Development, Property and HR and permission was granted to individuals where there was evidence that working from home was having a significant negative impact on their physical or mental wellbeing.

#### 5.12 Ongoing Actions

Further work to be carried forward into the new action plan includes:

- The continuation of employee wellbeing activities, with wellbeing remaining a strong focus of the new people strategy.
- Learnings gained from the University of Cambridge wellbeing study will be fed into the new strategy.

### 6.0 Skills Development and Behaviours

#### 6.1 Our Conversations

A priority and huge achievement for this theme has been the development of a new appraisal process for Cambridgeshire – “Our Conversations”. This piece of work saw the implementation of a totally new conversational based performance management framework. The new scheme was implemented in April 2021 – after a one-year delay due to Covid. The new scheme, which focuses much more on robust and regular conversations with a strong wellbeing focus, has been very well received by managers and employees. A new eLearning course was developed and published to support the rollout of the Our Conversations – by the end of November 2021 this had been completed by over 1000 employees with a further 350 attending the more comprehensive virtual training.

#### 6.2 Incremental Progression

Feedback from employees demonstrated that the annual appraisal process was often viewed as a paper-based exercise completed mainly to determine whether a pay rise would be awarded in the form of incremental progression. This de-valued the appraisal process and identified a need to distance pay conversations from the day-to-day supervision meetings as much as possible. A new performance rating process has been developed which takes pay conversations outside of the Our Conversations process whilst still retaining performance related pay. The new incremental progression scheme will be reviewed once the full cycle has taken place after April 2022 to determine how successful this has been and whether any further changes need to be implemented.

### 6.3 Our Values and Behaviours

A new values and behaviours framework was launched alongside Our Conversations in April 2021. Although still needing work to fully embed the framework into all of our people related processes and policies, a direct link has been made with the new incremental progression scheme, meaning that employees performance and impact is assessed not only on their achievement against outcomes, but also against how they demonstrate our values and behaviours. This has been instrumental in increasing progression opportunities for people in relatively fixed roles who previously would have struggled to demonstrate that they were eligible for an increment.

### 6.4 Our Ways of Working

Our agile working policy was relaunched to “Our Ways of Working” in September 2019. Although seemingly very ambitious at the time - with aspirations to encourage people to work from different locations and using technology to reduce travel to meetings, the COVID-19 situation led to some very quick learning and developments in this area which, in part, helped with the embedding of some of the agile principles. Taking some of the early learnings from the pandemic into account, we have further developed this policy and introduced new worker types, encouraged new ways of working and have adopted a ‘flexible from first day’ approach to our employment contracts and introduced flexible bank holidays, giving many employees the opportunity to work bank holidays and take the leave at an alternative time. These initiatives are above and beyond statutory requirements for flexible working and are more forward thinking in this area than many public and even private sector employers.

### 6.5 Cambs2020

Through close alignment between the new Our Ways of Working approach and the Cambs2020 project, we have been able to influence the design and fit-out of New Shire Hall and the spokes buildings. By designing spaces that fit our aspirations around new ways of working, we are able to help shape the culture change needed to embed these practices.

### 6.6 Apprenticeships

We currently have 123 employees undertaking an apprenticeship qualification in a variety of professions and across a wide range of apprenticeship levels. We have many established apprenticeship frameworks in place across the Council and will continue to develop these over the next year, linking in with other initiatives such as the Kickstart scheme.

### 6.7 Management Development

The Leadership and Management offer has been undergoing a review and refresh since the repatriation of Learning and Development from LGSS. Two new modular programmes have been developed and delivered in a virtual classroom (via Teams) which focus on the knowledge, skills and behaviours of Leadership and Management rather than processes. Content includes emotional intelligence, empathy and resilience.

## 6.8 Climate Awareness

In partnership with colleagues from Place and Economy, Learning and Development have supported the development and delivery of Carbon Literacy training to JMT and Members. Additionally joint work has been undertaken to develop Our Climate Emergency eLearning module which is expected to go live early 2022.

## 6.9 Ongoing Actions

Further work to be carried forward into the new action plan includes:

- Reviewing the impact of the Our Conversations process
- Improve the take up and offer of coaching and mentoring
- Further embedding of the values and behaviours
- Commercial and climate awareness training is completed by more employees
- Review how well the principles of agile working as outlined in 'Our Ways of Working' are implemented upon widespread returning to buildings.

## 7.0 Reward and Recognition

### 7.1 Incremental Progression Scheme

As outlined above, the appraisal review resulted in the need to develop a new mechanism to progress employees through the Cambridgeshire pay scales. This new scheme was launched in April 2021 and increases the ability for more employees to be progressed, through more inclusive criteria and a new ratings system that aims to be more motivating than the previous scheme.

### 7.2 Long Service Awards

A long service award has been re-introduced within the Council, providing recognition to long serving employees through shopping vouchers and a day's leave.

### 7.3 Real Living Wage

The real living wage has been introduced within the Council for all directly employed staff. Work has commenced to consider the impact of this on all contracted and commissioned services, with the aim of the Council becoming a real living wage accredited employer.

### 7.4 Covid Specific Recognition

As a thank you for keeping the Council's services running, all staff were given the three-day break between Christmas and New Year 2020 as a thank you without having to use their annual leave entitlement. This was really positively received by employees and allowed the vast majority of our workforce to have a restful break over the Christmas period. For those that had to work over this period, the three days were able to be taken at an alternative time.

### 7.5 Temporary Pay Adjustments

To assist with the Council's response to the pandemic, further pay initiatives over the course of the past two years have included:

- A temporary increase of the grade ceiling at which employees can claim overtime, meaning that more employees can claim overtime for COVID-19 related work.
- The simplification of overtime rules ensuring that employees who were taking on extra hours to deal with COVID-19 related work could easily claim.
- Relief employees received average pay during the two major national lockdowns in services that were closed or reduced.

## 7.6 Ongoing Actions

Further work to be carried forward into the new action plan includes:

- A review of the new ratings process to ensure it has been applied equitably and addresses the concerns raised about the previous scheme.

## 8.0 Summary and Next Steps

8.1 The development of the new People Strategy is the priority for this coming year and Staffing and Appeals Committee will have the opportunity to input into the development of this. Any incomplete actions or on going work from the existing action plan, as highlighted above, will be carried forward into the new action plan in addition to the actions outlined in the pay gap action plan.

8.2 The stages of development for the new people strategy are proposed as:

- i. a thorough review of our workforce data including workforce gaps, vacancy rates, turnover levels and recruitment activity.
- ii. workforce assessment to validate the findings from the data review, as well as considering intelligence from managers. This stage involves discussions with stakeholders, Members and Senior Managers from across the Council. Managers will be asked to outline their current business priorities and challenges, their workforce demand, business critical roles as well as upcoming strategic projects and plans and the implications these may have on the desired future workforce.
- iii. external benchmarking - regional and national trends in workforce planning and strategy will take place. More locally we need to ensure our strategy and approach aligns with, and more importantly does not conflict with, our partners strategies.
- iv. Engagement with managers, employees and Members will help shape actions and themes within the strategy.

## 9.0 Source documents

9.1 None





Theme	Activity The need	Output The process	Outcome The result
Resourcing	Consider making best use of social media, utilizing more diverse and flexible ways of advertising and actively promoting the benefits of working for the Council	We recruit the right people to the right roles using flexible and innovative recruitment practices Phase 1: Review and understand the benefit Phase 2: Target the benefits to the correct audience Phase 3: Actively promote the benefits in recruitment and retention activities	Recruitment and retention is much improved and we are renowned as being a great employer. People want to work for us and those who do are proud to
	Review and implement a challenge mechanism to the recruitment process to ensure that we are filling posts in the right way	Roles will be better scrutinised.	We can demonstrate that our recruitment campaigns and innovative ways of thinking have resulted in critical workforce gaps being filled in different ways
	Review our JD's and the terminology used to ensure that we are not subconsciously alienating candidates with protected characteristics.	We have updated advice and guidance for managers on preparing new JD's, and have spot checked some existing JD's.	We have a diverse workforce that mirrors all aspects of society
	Benchmark our pay and benefits against local and national comparators, particularly in those occupations where skills shortages are being experienced	We use existing networks and benchmarking groups and keep abreast of best practice.	We successfully compete in local and national labour markets
	Develop clear understanding of service areas and drivers of employees	Carer progression is tailored to individuals and service areas	Technical expertise is developed and rewarded
	Promote the use of interns, placements and apprenticeships, returner programmes and support managers with the implementation of these schemes	These schemes link in with existing apprenticeship routes and hard to fill roles.	Applicants for roles are plentiful and roles offer space for creativity and bravery, with good career progression
	Make it easier for employees to get involved in projects where they can bring experience or skills to bear - publicise opportunities to do so more openly and encourage managers to create time and space for people to participate as far as reasonably possible	Flexible policy / process to deploy staff to where the need is and / or allow people to gain experience from other areas	There is more internal movement across the organisation both formally and through joint project working/demand led work.
	We review the pay gap of protected characteristics regularly, and take active steps to reduce the gap	We will produce annual BAME pay gap as well as a gender pay gap and actions that arise from this will be included into this action plan	We continue to demonstrate a reduction in our pay gaps

	Our pay policies and pay scales are widely published and reviewed to ensure transparency and fairness of these across our workforce	Pay scales and relevant policies appear on both our recruitment pages and with our published transparency data	Applicants are able to understand our payscales clearly, and employees
	Review the exit interview process	Identify areas for improvement gained from the exit interview data	We are able to demonstrate positive changes as a result of exit interview data
	Managers regularly receive information on their turnover, and understand this data	Turnover data is added to HR dashboards	Overall Council turnover figures remain at 'healthy levels'
<b>Employee Engagement</b>	Increase communication from senior leaders with protected characteristics (for example blogs Q&A sessions) to provide increased visibility of diverse leaders and role model career growth	Regular blogs appear in our corporate communications and employees can see the diversity of our organisation	Employees see and hear consistent messages from the senior leadership team and are motivated and inspired by them
	Review our Agile /Ways of Working Policy in light of the learning from the Covid crisis	The revised policy incorporates the learning, is widely published and employees understand it	Employees are flourishing in new ways of working and although working in different spaces understand that they are part of a whole
	Review how information is being shared and reiterate the importance of the information being shared	A variety of communication channels means that reliance on email is reduced	Employee communication is consistent, transparent and readily available through a number of channels within in all office locations, and our employees take responsibility for ensuring they are up to date with Council information
	Change is managed well in the organisation and employees understand change management processes and where to access support	Articulate a clear set of actions specific to the management of ongoing and future change - establishing protocols around how we manage change in the organisation	People believe in the leadership commitment, and that things will positively change
	Managers to consider ways in which they can create an annual programme of team building and development activities	Corporate tools have been established to help with this, linked to our behaviours and values framework	Employees feel engaged and work well in teams, even when working remotely
	Share a road map of our vision of the future - what might our workplace look like?	Work undertaken by the recovery board is fed into the people strategy actions	Staff have understood how they can work differently and how we continue the good practice
	Create (and facilitate) professional networking groups for all employees working full and part time	A diverse range of employee networks exist and these are widely publicised so employees know about them	Networking groups are fully established across the organisation and have an input in some Council wide projects
	Share assurances around the future of our IT provision	Communications about our IT provision and improvements are regular	Employees have the right IT equipment to enable them to do their job

	Provide a clear stance on hot desking for the foreseeable future.	Employees are communicated on changes to remote working guidance – both national and internal	Employees have an element of choice in the way in which they work and have support to create a safe home working environment
<b>Wellbeing</b>	Guidance on managing stressful situations when working remotely and when no colleagues are close	More wellbeing topics that cater for front line staff as well as those working from home	Employees feel well supported, even when working remotely
	Encourage managers to sign up for the mental health workshops as new dates are released. Continue to promote our health and wellbeing offering and sign-posting	Our senior team have been trained in mental health and wellbeing and we have offered training for all managers through the open programme	Managers are more confident in talking about mental health and providing good wellbeing support to their teams
	Capture more examples of senior managers role modelling good wellbeing behaviours for the JMT updates	Our senior leaders play a role in supporting and advocating wellbeing	Our senior leaders are role models for wellbeing and help to develop a culture promoting wellbeing across the council
	We have carried out an audit of wellbeing initiatives	We have developed a specific Camweb area to promote these alongside a calendar of wellbeing events	We recognise the link between wellbeing and engagement and we take a proactive approach to keeping people at work
	Wellbeing champions help promote activities across the Council and suggestions for additional wellbeing activities are sought	An excellent programme of activities is available and accessible to all, promoting wellbeing at work, and in our home lives	Employees feel well supported and wellbeing activities are visible and tailored to all services.
	Health and safety tips to be refreshed and added to with the addition of tips around protecting eyesight from more concentrated screen use at home	Completed	Employees know and are actively using the tips
	We work closely with our Public Health colleagues to ensure our managers are trained to proactively support their employees' wellbeing	We provide a range of manager training on wellbeing initiatives	Our employees feel supported by their manager, and managers feel confident in supporting employee wellbeing
	Signpost people to EAP and the wider benefits that it offers - not just counselling	We have a range of assistance and support available to help resolve any concerns our people may have	Employees take responsibility for their wellbeing, and as a Council we understand this means both physical and mental wellbeing - reword to be more supportive
<b>Skills, Development &amp; Behaviour</b>	Ensure that our management training and development programme includes emotional and softer skills, and the take up of emotional intelligence related courses has increased	A wide range of training is available	Our managers are 'confident managers', adept at listening, applying emotional and personal responses to allow an adaptive style of management.
	Manager and employee toolkits reviewed for the new appraisal approach	The new appraisal and reward process is ready to be launched	The conversations approach to appraisals is fully embedded across the Council
	Increase the usage of coaching and mentoring across the Council	A variety of coaching and mentoring opportunities is available, and we have trained employees to be coaches	A comprehensive management and leadership framework is up and running

	Widespread training and briefings on the new appraisal approach and values and behaviours framework	Our values and behaviours are clear and articulated	Employees are able to articulate the new values which have been rolled out and the senior leadership team are living and modelling them
	Implement a development programme for leaders and managers to support and lead change across our organization	A variety of development initiatives are widely available	Leaders and managers are really embracing the change and behaving in a way that reflects the culture and behaviours
	Develop a commercial acumen programme for our workforce	Encourage creativity and commerciality within teams	Our workforce are confident in commercial decision making
	Develop a cultural competency programme for our workforce	We have a workforce that is culturally competent and aware	Equality and diversity is championed, enabling our employees and communities to thrive
	Develop a climate awareness programme for our workforce	Climate change is considered in people and workforce issues	Climate change considerations are embedded in our values and becomes a new normal
<b>Reward and Recognition</b>	Look at how reward and recognition affects turnover	We have increased guidance on recognition, promoting current schemes and analysed exit data to determine any trends in leaving reasons	Employees feel recognised for their contribution, and our reward systems allow us to recognise exceptional work
	At a time of continued budgetary reductions we look at rewarding and recognising our people for their valuable contribution in ways other than monetary, and we maximise the value and accessibility of our non-financial benefits - need to reword	A wide range of reward and recognition methods are available and promoted	Flexible reward packages allow us to remain competitive in local and national employment markets and (to reward our employee's within financial constraints)
	We appreciate our people for their hard work, we celebrate our successes, and we understand the differing motivations and needs of our people	Our conversations appraisal approach, and recognition tools encourage employees and managers to celebrate success Managers and Members regularly contact employees to offer thanks and recognition for work done	Our performance management scheme encourages a culture of recognition and praise
	Pay and reward strategies are regularly reviewed	Annual reviews of our pay policies and pay scales take place	Pay is competitive and aligned to national scheme where relevant

# Cambridgeshire County Council Workforce Profile

## Current Employees

**Average age = 45.48**

Average age male = 44.77

Average age female = 45.67



### Workforce

21.42% male

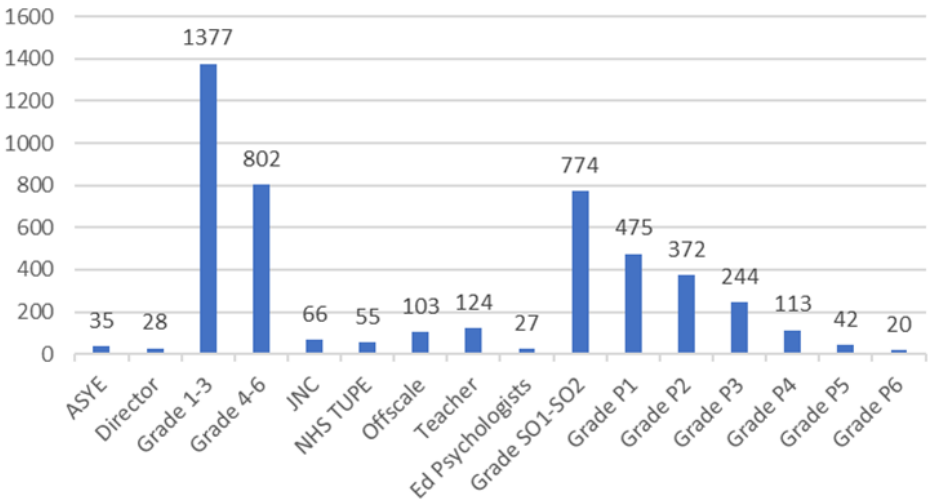
78.58% female

**Average length of service 7.80 years**

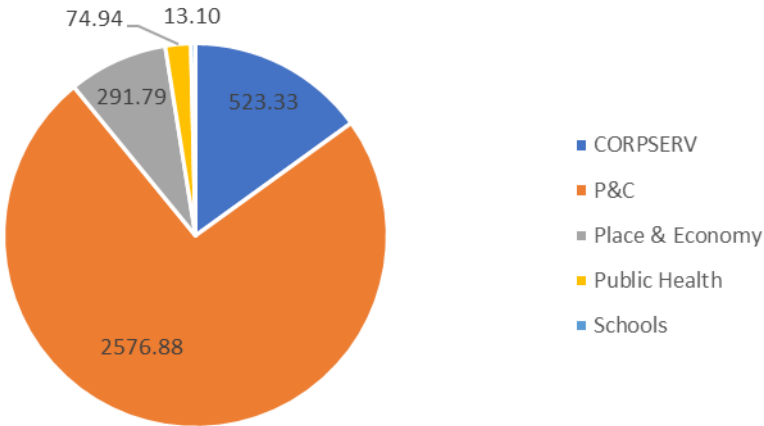
7.05 years male

7.72 years female

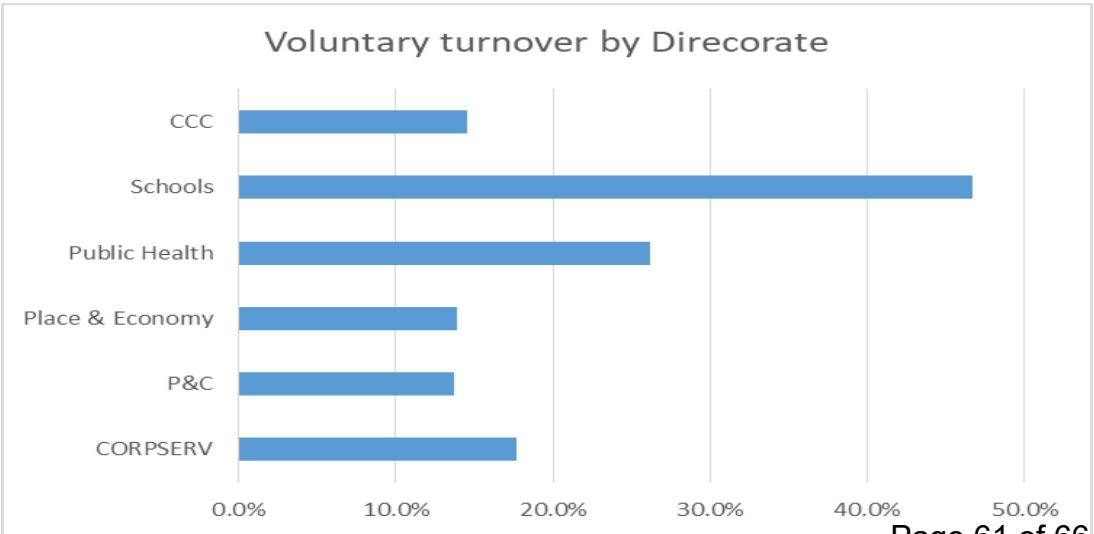
## Number of Employees by Grade



## FTE by Directorate



## Voluntary turnover by Directorate



## Our Leavers

**Average age = 44.7**

Average age male = 45.5

Average age female = 44.3

**Average length of service = 6.1 years**

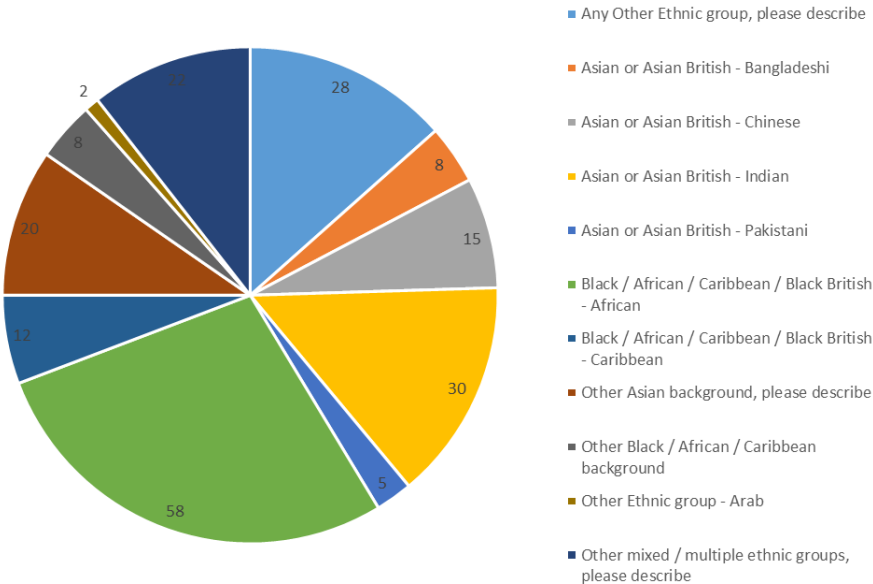
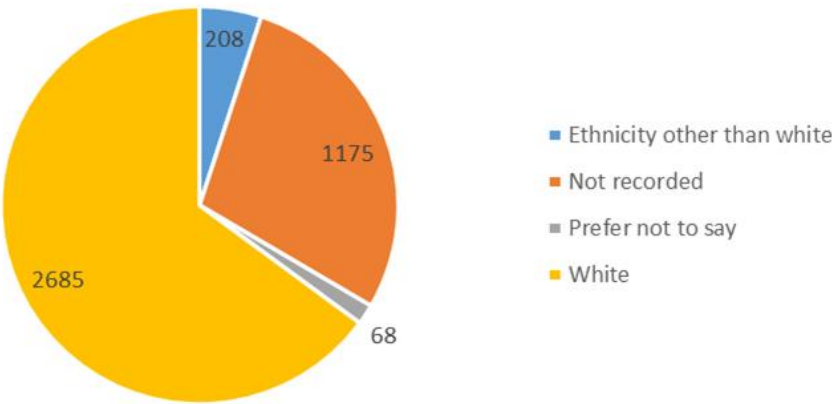
5.7 years male

6.2 years female

# Cambridgeshire County Council Workforce Profile

Diversity information of the 208 employees with an ethnicity as other than white:

Diversity Information:



- 1829 employees (44.22% of the workforce) have disclosed they are heterosexual
- 1881 employees (45.48% of the workforce) have not disclosed their sexual orientation
- 345 employees (8.34% of the workforce) responded that they would 'prefer not to say'
- 66 employees have declared they are LGBTQ+ (1.60% of the workforce)
- 15 employees (0.36% of the workforce) responded to state 'other'

## Cost of Living Increases 2021-2022

To: Staffing and Appeals Committee

Meeting Date: 22nd February 2022

From: Janet Atkin, Assistant Director HR Services

Purpose: To provide Committee with an update on the national cost of living negotiations, and to ask for consideration and endorsement of an increase for locally agreed pay scales.

Recommendations: The Committee is:

- a) asked to endorse the provisional 1.75% uplift to the Professional and Management pay grades.
- b) invited to consider the options for the cost-of-living increase to the Corporate and Leadership pay scale and asked to agree on a percentage uplift to apply should national NJC negotiations conclude at 1.75%.

Officer contact:

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Member contact:

Names: Councillor Edna Murphy  
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Tel: 01223 706398

## 1.0 Background

- 1.1 This paper sets out options and considerations relating to a cost of living uplift for the locally agreed Professional and Management (P&M) and Corporate Leadership Team (CLT) grades.
- 1.2 National negotiations for the National Joint Council (NJC) pay scale that applies to grades 1-S02 are ongoing. At present, strike action is still possible but looking unlikely, with the current National Employers offer standing at an uplift of 1.75%, with 2.75% offered for the lowest few scale points. The uplift will apply from, and be backdated to, April 2021.
- 1.3 Although we have yet to pay any cost of living increase for the NJC, P&M or CLT pay scales, we have implemented the Real Living Wage foundation rates from April 2021, meaning that scale points 1 and 2 have already seen an increase of up to 2.7%.
- 1.4 An uplift of 1.75% across all pay scales has been reserved in the budget for this year.

## 2.0 Options – Professional & Management and Corporate Leadership pay scales

- 2.1 The table below outlines the cost of uplifting the pay scales by 1%, 1.5% and 1.75%.

Option	Description	Cost Implication
<b>Option 1: 1% uplift</b>	1% uplift applied to the P&M and CLT grades	£628k for P&M £28k for CLT
<b>Option 2: 1.5% uplift</b>	1.5% uplift applied to the P&M and CLT grades	£942k for P&M £42k for CLT
<b>Option 3: 1.75% uplift</b>	1.75% uplift applied to the P&M and CLT grades	£1.1m for P&M £49k for CLT

- 2.2 To enable the P&M pay award to be processed at the same time as the NJC uplift - and as soon as the national negotiations conclude, JMT have been asked to consider an uplift to the P&M scales with the assumption that the NJC pay increase will be settled at 1.75%. Pay for this group of staff is set by the Chief Executive. JMT have discussed this and agreed that an increase of 1.75% is paid to the P&M grades in this scenario.
- 2.3 Staffing and Appeals Committee is now asked to consider whether to agree an uplift to the CLT pay grade.
- 2.4 If the final national NJC award exceeds 1.75%, the pay awards for P&M and CLT will be brought back to Committee for further consideration.



### 3.0 Source documents

3.1 None.

