

## 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

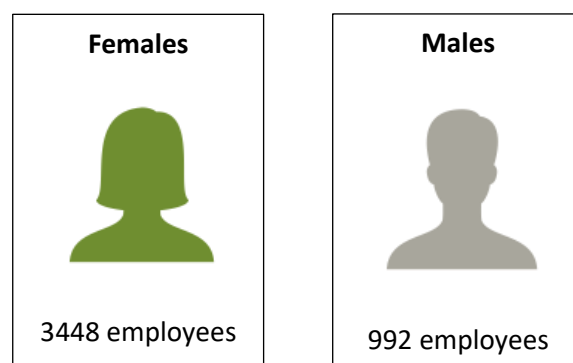
Although not a legislative requirement, we have also chosen to publish our ethnicity pay gap and have included recommendations as a result of the figures into the action plan below.

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.

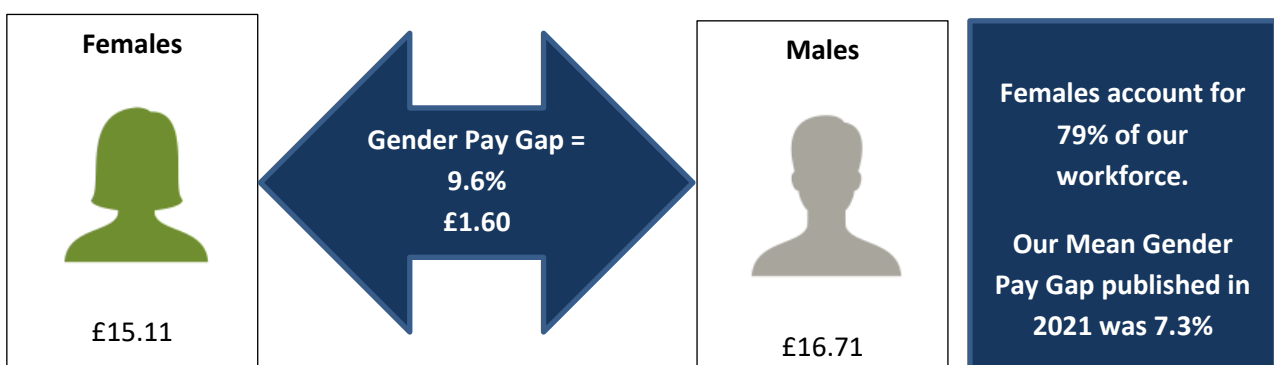
## Gender Pay Gap

### Our Workforce Profile

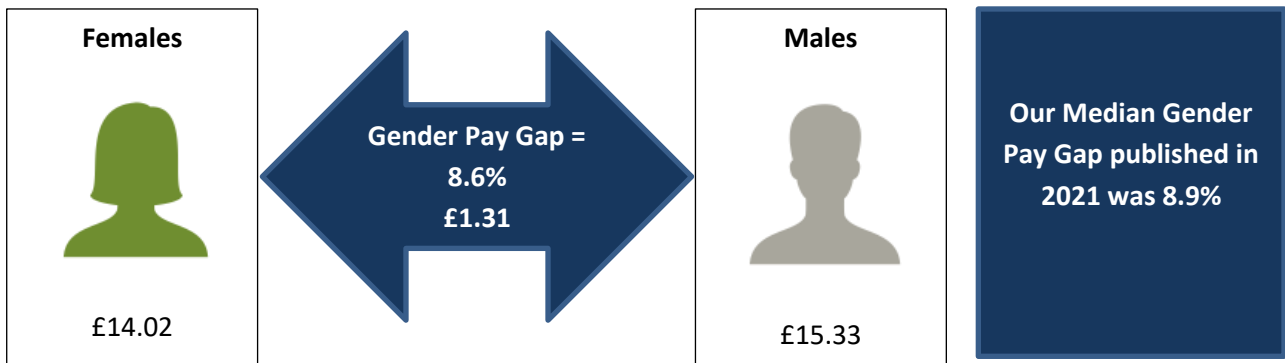
It is worth noting that whilst the headcount for CCC was 4440 on 31<sup>st</sup> March 2021 (the snapshot) date, some employees were employed in more than one post. It is also worth noting that of these 4440 employees, only 3506 (in 3596 posts) were considered in scope under the government gender pay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



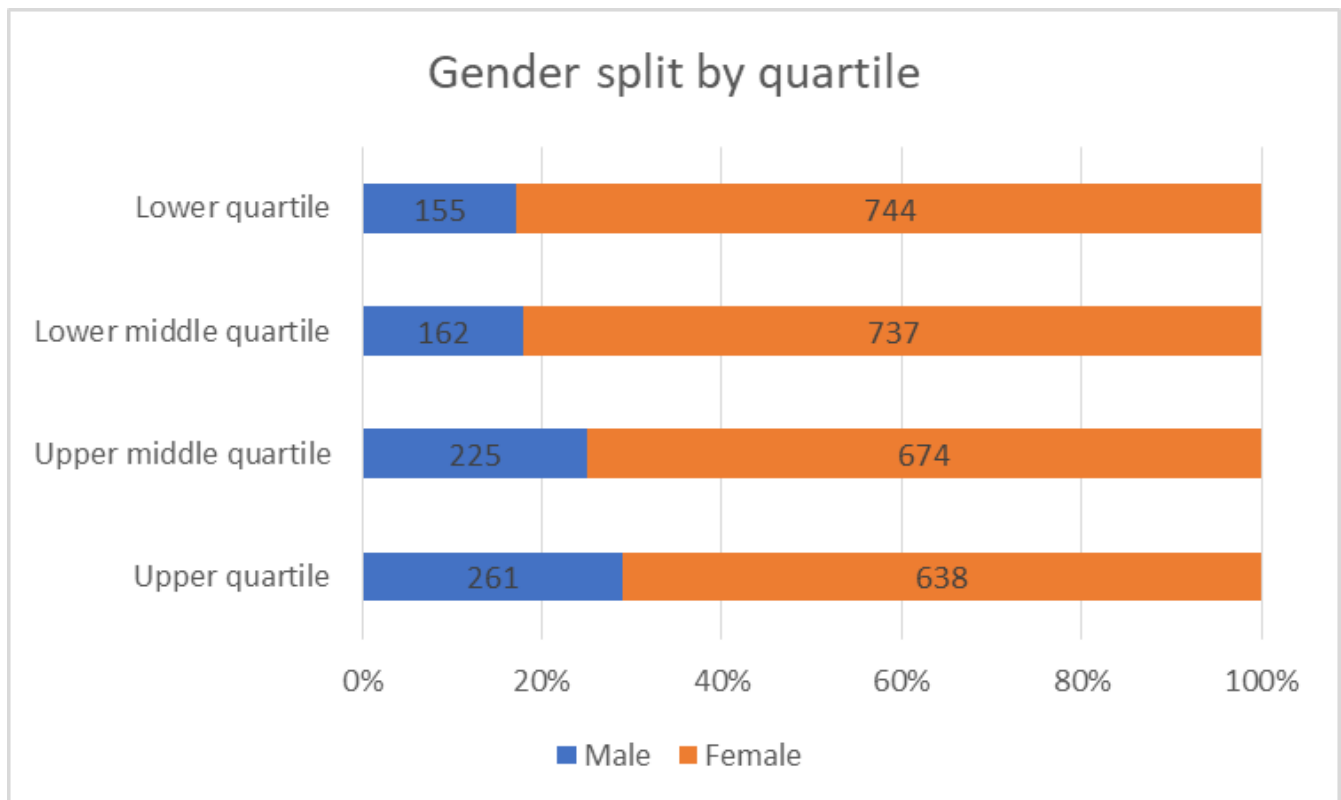
### Mean Gender Pay Gap in Hourly Pay



## 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.

<p><b>UNKNOWN</b></p> <p>1010 employees</p> <p>28.1 % of employees</p> <p>Mean hourly rate = £14.30</p> <p>Median hourly rate = £12.95</p>	<p><b>PREFER NOT TO SAY</b></p> <p>57 employees</p> <p>1.6% of employees</p> <p>Mean hourly rate = £16.73</p> <p>Median hourly rate = £14.38</p>	<p><b>ETHNICITY OTHER THAN WHITE</b></p> <p>171 employees</p> <p>4.7% of employees</p> <p>Mean hourly rate = £15.71</p> <p>Median hourly rate = £15.33</p>	<p><b>WHITE</b></p> <p>2358 employees</p> <p>65.6% of employees</p> <p>Mean hourly rate = £15.92</p> <p>Median hourly rate = £14.86</p>
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## Pay Gap

Calculation of the hourly rate of employees of an ethnic origin other than white, compared against those declaring they are white.

<p><b>Mean Ethnicity Pay Gap</b></p> <p><b>2.5%</b></p>	<p><b>Median Ethnicity Pay Gap</b></p> <p><b>-2.9%</b></p>
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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.