

STAFFING AND APPEALS COMMITTEE



Thursday, 25 February 2021

Democratic and Members' Services
Fiona McMillan
Monitoring Officer

14:00

Shire Hall
Castle Hill
Cambridge
CB3 0AP

COVID-19

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

AGENDA

Open to Public and Press

- | | | |
|-----------|---|----------------|
| 1. | Apologies for absence and declarations of interest | |
| | <i>Guidance on declaring interests is available at</i>
http://tinyurl.com/ccc-conduct-code | |
| 2. | Minutes - 4th February 2021 | 3 - 4 |
| 3. | Senior Manager Pay Data and Pay Policy Statement 2021-2022 | 5 - 14 |
| 4. | Cambridgeshire County Council People Strategy | 15 - 32 |
| 5. | Pay Gap Reporting | 33 - 50 |

The Staffing and Appeals Committee comprises the following members:

Councillor Josh Schumann (Chairman) Councillor David Ambrose Smith Councillor Barbara Ashwood Councillor Nichola Harrison Councillor Peter Hudson Councillor Bill Hunt Councillor Linda Jones Councillor Mac McGuire

For more information about this meeting, including access arrangements please contact

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STAFFING AND APPEALS COMMITTEE: MINUTES

Date: 4th February 2021

Time: 9.40 a.m. to 13.40 p.m.

Present: Councillors Ambrose-Smith, Harrison, Hudson, Hunt, Jones, McGuire
Nethsingha (substituting for Councillor Ashwood) and Schumann
(Chairman)

90. Apologies and Declarations of Interest

Apologies were received from Councillor Ashwood. There were no declarations of interest.

91. Minutes – 27th November 2020

The minutes of the meeting held on 27th November 2020 were confirmed as a correct record and would be signed by the Chairman when the Council returned to its offices.

92. Exclusion of Press and Public

It was resolved unanimously:

That the press and public be excluded from the meeting on the grounds that the agenda contained exempt information under Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed (information relating to any individual).

93. Appointment to the post of Director of Resources and Section 151 Officer

The Committee considered the appointment of a Director of Resources and Section 151 Officer.

It was resolved by a majority to:

appoint Tom Kelly to the post of Director of Resources and Section 151 Officer.

Chairman

Senior Manager Pay Data and Pay Policy Statement 2021-2022

To: Staffing and Appeals Committee

Date: 25th February 2021

From: 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

Recommendation: Staffing and Appeals Committee is asked to approve the Chief Officer Pay Policy Statement 2021/2022 (Appendix 2) for consideration by full Council on 16th March 2021.

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1.0 Background

- 1.1 In 2015, the Secretary of State for Communities and Local Government issued The Local Government Transparency Code 2015. The code sets out the key principles in making local authorities more transparent and accountable to local people. The Council has been proactive in its compliance with this code.
- 1.2 In addition, under the Localism Act 2011, Local Authorities are required to prepare a Chief Officer Pay Policy Statement for each financial year. This policy statement must be approved by a resolution of the authority, i.e. full Council, and is required to be published by 31 March.

2.0 Current Position

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

3.0 Senior Officer Pay Data

- 3.1 The senior manager pay data is provided in Appendix 1.
- 3.2 There are currently four posts in the organisation that are paid more than £150,000. These are:
- Chief Executive, Gillian Beasley with a salary of £173,596. This post is shared with Peterborough City Council on a 50/50 basis therefore Cambridgeshire pay 50% of this salary. The post is hosted by Peterborough City Council and therefore appears on their payroll.
 - Rachel Stoppard, the Chief Executive of the Greater Cambridge Partnership (GCP) with a salary of £169,999 (this is made up of basic salary of £146,930 and an additional market factor payment). The GCP is an independently operated entity. The Partner Authorities jointly support the GCP with the majority of the GCP funding coming from a central government grant. The GCP is not an employer in its own right, its employees are hosted by Cambridgeshire County Council.
 - Wendi Ogle-Welbourne, Executive Director, People and Communities with a salary of £153,898. This post is shared with Peterborough City Council

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

- Stephen Cox, Executive Director, Place & Economy with a salary of £151,599. Stephen is paid on the Cambridgeshire payroll but the post is shared with Peterborough City Council on a 50/50 basis therefore Cambridgeshire pay 50% of this salary.

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

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

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

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

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

4.0 Chief Officer Pay Policy Statement

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

5.0 Source documents

The Local Government Transparency Code 2015

[Local government transparency code 2015](#)

Chief Officer Pay Policy Statement

Position (post holder details are only given for posts with an FTE salary of above £150,000) Appendix 1		Directorate	FTE salary in £5K bands (except for roles with an FTE salary of £150,000 and above)	Bottom of pay grade for the position	Top of pay grade for the position	Employment Type	Notes
Tier							
Tier 1	Chief Executive, Gillian Beasley	CEX	£173,596	160,367	178,370	Permanent	Role shared with PCC - paid on PCC payroll
Tier 2	Director of Public Health	Public Health	95,000 - 99,999	79,870	107,681	Permanent	Role shared with PCC - paid on CCC payroll
	Director of Customer & Digital Services	Customer & Digital Services	115,000 - 119,999	106,800	124,296	Permanent	Role shared with PCC - paid on CCC payroll
	Chief Finance Officer	Resources	135,000 - 139,999	120,683	138,178	Permanent	
	Executive Director, People and Communities, Wendi Ogle-Welbourn	People and Communities	£ 153,898	138,508	160,340	Permanent	Role shared with PCC - paid on PCC payroll
	Service Director Business Improvement and Development	Business Improvement & Development	130,000 - 134,999	120,683	138,178	Permanent	Role shared with PCC - paid on CCC payroll
	Service Director, Legal and Governance	Corporate	100,000 - 104,999	96,220	107,899	Permanent	Role shared with PCC - paid on CCC payroll
	Joint Executive Director, Place & Economy, Stephen Cox	Place and Economy	£ 151,599	128,264	151,599	Permanent	Role shared with PCC - paid on CCC payroll
Tier 3	Service Director, Adults	People and Communities	130,000 - 134,999	120,683	138,178	Permanent	Role shared with PCC - paid on CCC payroll
	Service Director, Community and Safety	People and Communities	125,000 - 129,999	113,205	127,586	Permanent	Role shared with PCC - paid on PCC payroll
	Service Director, Commissioning	People and Communities	120,000 - 124,999	120,683	138,178	Permanent	Role shared with PCC - paid on CCC payroll
	Director of Education	People and Communities	130,000 - 134,999	120,683	138,178	Permanent	Role shared with PCC - paid on CCC payroll
	Service Director, Service Director, Children's & Safeguarding	People and Communities	125,000 - 129,999	113,205	127,586	Permanent	Role shared with PCC - paid on PCC payroll
	Deputy Director Public Health	Public Health	85,000 - 89,999	69,970	86,631	Permanent	Role shared with PCC - paid on CCC payroll
	Head of Public Health Business Programmes	Public Health	50,000 - 54,999	42,065	50,479	Permanent	Role shared with PCC - paid on CCC payroll
	Senior Public Health Consultant	Public Health	95,000 - 99,999	79,870	107,681	Permanent	Role shared with PCC - paid on CCC payroll
	Consultant Public Health	Public Health	70,000 - 74,999	70,291	85,911	Permanent	Role shared with PCC - paid on PCC payroll
	Head of Customer Services	Customer & Digital Services	55,000 - 59,999	58,893	63,575	Permanent	
	Assistant Director HR Services	Customer & Digital Services	85,000 - 89,999	87,456	99,136	Permanent	
	Head of Communications and Information	Customer & Digital Services	75,000 - 79,999	70,026	75,644	Permanent	Role shared with PCC - paid on CCC payroll
	Assistant Director IT & Digital Services	Customer & Digital Services	95,000 - 99,999	87,456	99,136	Permanent	Role shared with PCC - paid on CCC payroll
	Insurance and Risk Manager	Resources	50,000 - 54,999	49,268	53,170	Permanent	
	Head of Finance	Resources	75,000 - 79,999	70,026	75,644	Permanent	
	Chief Executive Greater Cambridge Partnership, Rachel Stopard	Greater Cambridgeshire Partnership	145,000 - 149,999	128,264	151,599	Permanent	The Partner Authorities jointly support GCP. The majority of the GCP funding comes from a central government grant.
	Assistant Director - Property	Resources	95,000 - 99,999	87,456	99,136	Permanent	
	Transformation Manager	Business Improvement & Development	50,000 - 54,999	49,268	53,170	Permanent	
	Transformation Manager	Business Improvement & Development	50,000 - 54,999	49,268	53,170	Permanent	
	Transformation Manager	Business Improvement & Development	50,000 - 54,999	49,268	53,170	Permanent	
	Head of Business Intelligence	Business Improvement & Development	70,000 - 74,999	70,026	75,644	Permanent	Role shared with PCC
	Head of Commercial	Business Improvement & Development	70,000 - 74,999	70,026	75,644	Temporary	
	Head of Impact and Recovery	Business Improvement & Development	60,000 - 64,999	58,893	63,575	Temporary	
	Service Director for Highways and Transport	Place and Economy	135,000 - 139,999	128,264	151,599	Permanent	Role shared with PCC - paid on CCC payroll
	Programme Director Connecting Cambridgeshire	Place and Economy	80,000 - 84,999	78,714	90,393	Permanent	
	Democratic Services Manager	Corporate Services	50,000 - 54,999	49,268	53,170	Permanent	
	Data Protection Officer	Corporate Services	60,000 - 64,999	59,280	72,453	Permanent	Role shared with PCC - paid on PCC payroll

Note: There is no overlap between the salary points on the pay spine. The employees' current range above illustrates the £5,000 range that their FTE salary falls within and does not take account of the grade starting point or ceiling.

Appendix 2

Chief Officer Pay Policy Statement – 2021/2022

Effective from 1st April 2021

1. Introduction

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

This Chief Officer Pay Policy Statement fulfils the Council's statutory requirements under Chapter 8 of the Localism Act 2011 ("the Act") and was agreed by Full Council in March 2020. The Chief Officer Pay Policy applies to all Statutory and Non-Statutory Chief Officers, (including Deputies), of Cambridgeshire County Council.

In accordance with the Government's Code of Recommended Practice for Local Authorities on Data Transparency, the Council publishes information on all employees earning £50,000 or above.

2. Scope

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

3. Basic Pay Determination

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

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

4. Chief Officer Pay (Corporate Leadership Team)

Pay Scale

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

Staffing and Appeals Committee

The Staffing and Appeals Committee determines, on behalf of Full Council, application of the pay policy regarding the remuneration of Statutory and Non Statutory Chief Officers (including Deputies), of the organisation. The Staffing and Appeals Committee comprises 8 members of the Council.

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

Pay Award

There is no automatic cost of living increase. The Chief Executive, in consultation with the Staffing and Appeals Committee determines the level of increase if any, to be applied to the published pay

rates for Chief Officers, by reference to our performance against Key Measurable Targets and overall affordability given the prevailing budget decision. In addition, the national award is used as a benchmark for the cost of living award. Any such recommendation is reported to the Staffing and Appeals Committee.

Flexibility for Non-Consolidated Payments

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

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

Individual Salary Progression

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

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

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

Acting Up / Partial Acting Up and Honorarium Payments

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

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

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

Market Supplement Payments

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

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

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

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

5. Pay Equity – The Pay Multiple

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

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

6. Termination of Employment

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

7. Review

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

Cambridgeshire County Council People Strategy

To: Staffing and Appeals Committee

Date: 25th February 2021

From: Assistant Director HR Services

Purpose: To provide Committee with an update on progress with the People Strategy action plan, and to summarise the additional people related work carried out as a result of the COVID-19 pandemic.

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

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Member contacts:

Names: Councillor Joshua Schumann
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1.0 Purpose

- 1.1 The purpose of this report is to provide Members with an overview of progress with the implementation of the Cambridgeshire County Council People Strategy, and to summarise the additional people related work carried out as a result of the COVID-19 pandemic.

2.0 Summary

- 2.1 The People Strategy was approved by Full Council in May 2019. We presented progress of implementation at Committee in November 2019 and since this time significant progress has been made to continue to embed the aspirations outlined in the strategy.
- 2.2 Through the monthly People Strategy Implementation Board we are continuing to 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 12 months, the COVID-19 pandemic has had a significant impact on our employees. The places that we work, the need for employees to undertake new and different job roles, and the need for widespread reprioritisation of all that we do had to take place virtually overnight in March 2020. This has 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 Implementation Board in October 2020. The revised action plan can be seen in Appendix One. This report provides a summary of progress towards this action plan and demonstrates how some of these learnings will continue to shape our workforce and future People Strategies.
- 2.5 An overview of the current workforce profile is provided in Appendix Two for information.
- 2.6 Progress to date is summarised under the five strategy themes of:
- Resourcing
 - Employee Engagement
 - Wellbeing
 - Skills Development and Behaviours
 - Reward and Recognition

3.0 Resourcing

- 3.1 A careers and job section has been developed on our website and is now live. This page can be found at: [Jobs and Careers](#). This page enables us to showcase the Council as an employer and provides an area for us to proudly publish our achievements, for example the Disability Confident status that we have recently been reaccredited with.
- 3.2 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 Work to streamline our recruitment processes started last year with a review of the Council's recruitment policy and associated documentation. Carried out in collaboration with the Equality and Diversity Network, the aim was to ensure that any

unconscious bias is challenged at any potential point in the process. Our e-recruitment system is being re-developed to provide the option for candidates to submit anonymous application forms – removing the need for candidates to disclose their name.

- 3.4 The manager's toolkit that accompanies the recruitment policy has been re-written and now places much more emphasis on equality as well as an increased focus on the use of social media – something that we acknowledge in the action plan as needing developing across the Council.
- 3.5 Alongside the updates to the policy, 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 recruitment processes. The training aims to ensure that managers across the organisation are clear on their responsibilities as a good employer, demonstrating how the reputation of the County Council can be affected both positively and negatively by the experiences candidates have during a recruitment process - whether they are successful or not in their application.
- 3.6 We now have a team of recruitment advisers dedicated to the management of vacancies and the candidates who apply for roles in People and Communities. This investment has enabled a complete change to the way we recruit in the directorate, particularly within social care services. The long traditional application form has been transformed to a timely interactive process that sees the candidate as the most important person in the process.
- 3.7 Attracting candidates into certain roles in this directorate is often a challenge so the context of a pandemic has required the recruitment team to be even more creative. Over the course of the past year, 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.
- 3.8 This refreshed approach makes us more competitive in the market and able to attract and engage candidates who may also be registering their interest elsewhere, a primary objective of the People Strategy.
- 3.9 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. In order to apply for the scheme employers must be able to provide a minimum of 30 placements, or apply through a Kickstart Gateway organisation who can apply on and facilitate placements on behalf of other employers.
- 3.10 Cambridgeshire County Council applied to be a Kickstart Gateway and in January 2021 received confirmation that the application was successful. This means that we are now able to arrange placements for ourselves, as well as on behalf of Peterborough City Council and other partner organisations that wish to host placements.
- 3.11 We have already had a lot of interest from partners, and hope that we will start to host placements from March 2021. This scheme is an excellent way to attract younger employees to the Council and help them see the Council as an attractive employer whilst also giving us a mechanism to encourage some of our own care leavers into roles - both things that we have outlined in our people strategy as being priorities.

- 3.12 As a local authority, we were only able to utilise the Government's Furlough Scheme for a small number of roles in services that were externally funded, for example, the Outdoor Centres. The impact of COVID-19 meant that overnight, the workload for many services significantly increased whereas other services had work put on hold. A redeployment hub was set up to manage resources across the Council and as a result we were able to redeploy hundreds of employees to areas of need. This also gave us the ability to provide work to employees that had to work from home due to shielding, but could not carry out their substantive roles remotely. A survey sent out to employees who were redeployed identified that some employees really enjoyed their time in a redeployed role. This process which was established and set up, with template redeployment agreements and employee checklists, within a number of days was a great demonstration of how resource can be swiftly moved across the organisation to areas of demand – an aspiration within the People Strategy. The learnings from this will be considered in future policy reviews.

4.0 Skills Development and Behaviours

- 4.1 A priority for this theme has been the development of a new appraisal process for Cambridgeshire – “Our Conversations”. This piece of work has been developed alongside Peterborough City Council to implement an overarching performance management framework, removing the need for a burdensome paper based annual process. The new scheme was due to be launched in April 2020, but was delayed for one appraisal year due to Covid-19 and is on track to be in place for April 2021. Feedback from employee focus groups has had a direct influence over the proposed new model which will focus much more on robust and regular conversations with a strong wellbeing focus.
- 4.2 A new behaviours framework has been agreed and is being launched early 2021 with a 12-18 month rolling campaign to embed the values across the Council. In addition, “Our Values and Behaviours” will be fully integrated into the new performance management framework as well as other people related processes and policies such as recruitment and induction.
- 4.3 Our agile working policy has been rebranded to “Our Ways of Working” and fully reviewed to both encompass some of the learnings gained from the new ways we have been working over the past 12 months, and to also incorporate “Our Values and Behaviours”. Although seemingly very ambitious when launched in September 2019 the COVID-19 situation led to some very quick learning and developments in this area which, in part, has helped with the embedding of some of the agile principles.
- 4.4 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.
- 4.5 Aligning the principles of the ‘Our Ways of Working’ policy with the Cambs2020 programme has meant that we have been able to start planning the design of the hub and spokes buildings to facilitate agile working practices. Physical space configurations and furniture choices have taken the ways of working into consideration and as a result we have made changes to the way in which we propose to use the buildings space in a number of our office locations. In addition, training has been developed for managers and employees incorporating these new ways of working and these will continue to be delivered during 2021.
- 4.6 The Council took a corporate decision to extend all new employees probation review periods at the start of the COVID-19 pandemic. The pandemic meant that we had to look to recruit and engage in a different way including the induction of new

employees. This is something that we continue to work on as remote working continues.

5.0 Wellbeing

5.1 The Council's Respect@Work policy was reviewed in November 2020, 18 months after being launched, to ensure it was still fit for purpose and being used. 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.

5.2 The Mental Health in the Workplace training that was provided to Directors in 2019 has rolled out across the Council. These sessions have been very positively received with feedback from the sessions being excellent. So far, over the past 12 months, 491 employees have attended the general Mental Health Awareness workshop. In response to the ongoing challenges of the pandemic and the difficulties that managers have expressed about continuing to support their teams remotely, an additional course was developed and roll out commenced in December 2020, specifically for managers. 32 people have attended this to date and further dates are planned.

5.3 The intense pressure on front-line services, coupled with a mass overnight move to wide-spread remote working in March 2020, presented an immediate need to ensure that engagement with our employees on their wellbeing was regular and effective. The existing Wellbeing Action Group, developed when the People Strategy was launched in 2019 and comprising colleagues from a range of services (HR, Public Health, Health & Safety, Communications), rapidly increased the level of activity ensuring that our workforce were supported through the changes.

5.4 The Wellbeing Action group launched a single landing page on the Council's intranet site in April 2020, collating all wellbeing topics and links to resources (The Wellbeing Portal). Since its launch this has generated 2,316 unique viewers and 9,187 visits. In addition, the group have led and developed the following during the COVID-19 situation:

- Regular promotion of wellbeing topics and resources via Wellbeing Tips, included in all staff bulletins and newsletters e.g. Friday Focus. There have been 83 staff bulletins, issued daily during lockdowns, and at least weekly outside of lockdown periods. Each of these has included at least one Wellbeing Tip, directing employees to resources and sources of support, both within and outside the Council. Additionally, these tips have been included in 45 newsletters since March 2020.
- Launch of Wellbeing Hours. This is an initiative intended to provide more in-depth information on wellbeing hot topics, via a virtual meeting, which is recorded in order to be available afterwards on the Wellbeing Portal. These sessions create an opportunity for people to come together from across the organisation, ask questions, give feedback, and feel part of a shared session. To date there have been 4 sessions, held once a month and these have been well attended:

- #1 Intro to wellbeing (September): 170 bookings + 288 combined views (CCC+PCC) for the summary article with replay video
- #2 Back Care (October): 142 bookings + 466 views
- #3 Mind calm space (November): 237 bookings (no recording available)
- #4 Alcohol awareness (December): 104 bookings + 159 views

Feedback is sought after each session and any questions asked in the chat are followed up with the relevant subject matter expert. For two of the sessions, 100% of participants answered that they found the session useful; the other two sessions were 85% and 95%, indicating a high degree of satisfaction.

- 5.5 Whilst most teams and employees have continued to work from home since March 2020, a process has been put in place whereby managers can 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 is granted to individuals where there is evidence that working from home is having a significant negative impact on their physical or mental wellbeing.
- 5.6 IT equipment has been provided for employees who are working from home, and a significant amount of support and information has been provided by our Health and Safety team on how to create a good work space at home, and work safely whilst acknowledging that not everyone has dedicated work areas at home.

6.0 Employee Engagement

- 6.1 Engagement with employees throughout this year has remained high, and despite the challenges caused by COVID-19, focus groups and policy and training pilots have continued to take place with employee engagement being even more of a priority during this time. Workshops, focus groups and staff consultations have taken place with different groups of employees to consider:
 - The Respect@Work policy review
 - The recruitment policy updates
 - Cambs2020 moves and changes to ways of working
- 6.2 Corporate communication has been particularly high since the start of the pandemic, with frequent, sometimes 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 weekly in line with national or Council changes.
- 6.3 Office365, and with it Microsoft Teams and Yammer, has been launched over the past 12 months. This has proved to be an essential tool to encourage teams to get together virtually when we cannot meet in person.
- 6.4 We pride ourselves on our good working relationships with trade unions. In addition to the monthly Corporate Joint Panel meeting, we engage trade unions in all people related activity, have had trade union attendance at the recent focus groups and during the COVID-19 period we have held weekly or fortnightly meetings with all three recognised trade unions.
- 6.5 Specific COVID-19 engagement related actions included a Council wide wellbeing survey carried out in May 2020. The response rate for this survey was high with 1717 respondents and the resulting action plan was published. These plans are referred to regularly in identifying key topics, trends, and resources to promote via employee communications.

- 6.6 New monthly pulse engagement surveys have been launched focusing on specific topics. The first being Wellbeing and the second one Equality, Diversity and Inclusion. The pulse surveys have proved to be a success with good response rates and will continue to be run monthly.
- 6.7 More recently, the introduction of the weekly 'The Covid Conversations' has been particularly popular and well received. These weekly Microsoft Teams sessions are hosted by the Chief Executive and other members of the Joint Management 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. Sessions to date have focused on the vaccination programme, balancing home schooling and working, and a Council financial update.

7.0 Reward and Recognition

- 7.1 The appraisal review has involved developing a new pay mechanism to progress employees through the Cambridgeshire pay scales, whilst retaining the performance related element of progression. Launched alongside this in April will be a promotion of existing reward and recognition mechanisms such as the Council's Honoraria scheme and the Employee Recognition scheme.
- 7.2 Long service awards have been re-introduced within the Council, providing recognition to long serving employees through shopping vouchers and a day's leave.
- 7.3 As a result of the COVID-19 situation and the increased pressure on all services at the start of the 2020/21 appraisal year, JMT took the decision to delay the requirement to set appraisal objectives to October 2020. Objectives set in October were proposed to cover the period October 2020 – March 2021.
- 7.4 As a thank you for keeping the Council's services running, all staff were given the three day break between Christmas and New Year 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 Additional guidance and detail to support the Council's Critical Incident Policy was developed in March 2020. This led to changes to simplify the Council's overtime rules ensuring that employees who were taking on extra hours to deal with COVID-19 related work could easily claim. Additionally, the grade restrictions for claiming overtime has temporarily been increased meaning that more employees can claim overtime for COVID-19 related work.
- 7.6 As the COVID-19 situation progressed, it became apparent that there was a large cohort of our relief employees that were not offered any work as they worked in services that were not operating or had much less work than normal. Our relief employees play an important role in our Council, many of them choosing to work regular hours despite not having any obligation to take on work that is offered to them. Legislatively, there was no obligation to offer these employees any work or pay for this period however, as the Furlough scheme was not available for Local Authorities to utilise, JMT took the decision to pay our relief employees 80% of their average pay for the months April – September. These staff were redeployed and paid their normal rate of pay where possible, but many of them typically work so few hours it was not always practical to train them into a new redeployed role. The pay offered to these individuals during this difficult time was well received and enabled us to retain them for when the services they work in started to open up again.

8.0 Next Steps

- 8.1 The resourcing related actions to focus on in the coming year will be to implement the Kickstart campaign, looking to integrate this with existing apprenticeship frameworks and Council career paths. Work is also planned to review how we can positively encourage applications from a more diverse candidate base through our advertising.
- 8.2 A new Working Ambition Board has been set up to take forward some of the HR, Property and IT related learnings from the COVID-19 period. This board will be key to outlining the roadmap of our vision as a Council and engaging our employees so we all understand how we can work differently and maintain the benefits that have been gained over the last year into the future. In addition, there will continue to be a significant amount of engagement with employees on the Cambs2020 programme as the physical move to new buildings is concluded during this year.
- 8.3 Wellbeing will remain an important priority for the next 12 months. The Wellbeing Action Group will continue to ask employee opinion on a number of wellbeing related topics through the regular pulse surveys and the monthly wellbeing hour.
- 8.4 Following the recent repatriation of the Learning and Development team from LGSS to HR Services within the Council, a new Head of Learning and Development has been appointed. A priority in this area for the next 12 months is Corporate Development, incorporating the leadership and management training and development that is highlighted in the action plan as an area to focus on. In addition, succession planning will be a focus, looking at how we can develop our internal workforce in line with current career paths within the Council.
- 8.5 Next year sees the launch of the new performance related scheme with links to both Our Conversations and Our Values and Behaviours, commencing in April and first being used for appraisal ratings from January of next year. A thorough review of this scheme will take place after the first year.
- 8.6 A final, but significant, next step for the coming year will be to start to develop the next people strategy, to take effect from the start of 2022 when our existing strategy comes to an end. Members will be engaged in this process and have the opportunity to help shape and develop the new strategy.

9.0 Summary

- 9.1 The next year brings more challenges for our workforce, both continuing with the good progress that has been made towards the existing people strategy, but also doing so in light of the continuing COVID-19 pandemic and significant impact this has had on us all. We will continue to ensure that our people activity is coordinated and joined up, our workforce is engaged, and employee wellbeing remains a priority throughout this period. Our aim is that people will be moving in the direction aligned to the priorities of our Council whilst managing and coping with the additional uncertainty that the pandemic is creating.
- 9.2 Staffing and Appeals Committee is invited to comment and take note of the detail within this update.

10.0 Source documents

None

People Strategy Action Plan – September 2020 Appendix 1

Theme	Activity The need	Output The process	Outcome The result	Quick win/Major Project/ Fill in's
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	Quick win
	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	Quick win
	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	Quick win
	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	Major project
	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	Major project

	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	Major project
	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.	Major project
	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	Major project
	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	Fill in work
	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	Fill in work
	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'	Fill in work

Impact:

Improvements to recruitment processes result in us being able to attract and recruit the right people in the right posts quicker. This reduces the reliance and cost of consultants. With fewer vacancies we are able to manage volumes of work across services better – caseloads are under control and the stable workforce enables consistency of personnel for service users. Our employment offer means that we attract candidates from our own communities and employees will feel invested working in the communities in which they live. We have the resource to support the development of

others including 'grow your own' and mentoring schemes. The private sector see us as a true partner that they can work with – we are resourced to deliver quickly and not perceived to be slow or bureaucratic.

Employee Engagement	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	Quick win
	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	Quick win
	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	Quick win
	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	Major project
	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	Major project

	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	Major project
	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	Major project
	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	Fill in work
	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	Fill in work
Impact: Our turnover remains at healthy levels as employees feel engaged and supported. This in turn, helps services to maintain staffing levels, particularly reducing the need to recruit to hard to fill roles and overreliance on agency workers. Engaged employees have more loyalty to the Council, wanting to work hard, and together to benefit our communities.				
Wellbeing	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	Quick win
	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	Quick win
	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	Quick win

			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	Fill in 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.	Fill in work
	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	Fill in work
	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	Fill in work
	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	Fill in work
Impact: The increase in wellbeing initiatives has resulted in a decrease in absence cases across the Council. Applicants and employees know that we place importance on employee wellbeing. Our turnover is low, as employees feel fully supported at work, and line managers are trained and confident to support employees on mental health and wellbeing issues. Wellbeing is openly and regularly discussed between employees and line managers and therefore performance and productivity across the Council is high.				
	Ensure that our management training and development programme includes emotional and	A wide range of training is available	Our managers are 'confident managers',	Quick win

Skills, Development & Behaviour	softer skills, and the take up of emotional intelligence related courses has increased		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	Quick win
	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	Major project
	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	Major project
	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	Major project
	Develop a commercial acumen programme for our workforce	Encourage creativity and commerciality within teams	Our workforce are confident in commercial decision making	Major project
	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	Major project
	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	Major project

Impact:

We utilise the apprenticeship levy for a wide range of development initiatives, including leadership and management development. Managers have the ability to get the best out of their teams, adapting their approach as needed to lead high performing teams. Employees have the ability and skill to make decisions in line with the accountability of their roles, meaning that our leaders are able to focus on strategic issues and managers are able to better plan and develop their services. Skilled employees enables flexibility and deployment of resource to need across the Council. Productivity and performance across the Council is high.

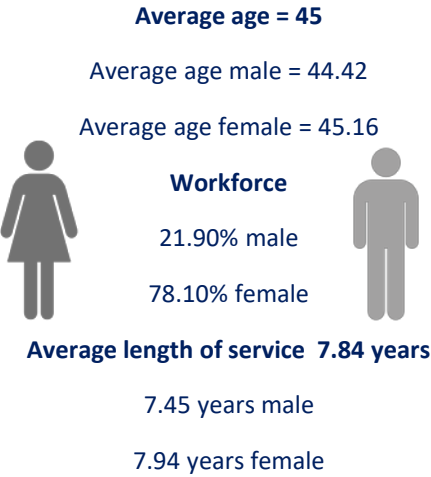
Reward and Recognition	Look at how reward and recognition affects turnover	We have increased guidance on recognition, promoting current schemes and analysed exit data to determine any trends in leaving reasons	Employees feel recognised for their contribution, and our reward systems allow us to recognise exceptional work	Major project
	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 reward	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)	Major project
	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	Major project
	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	Major project

Impact:

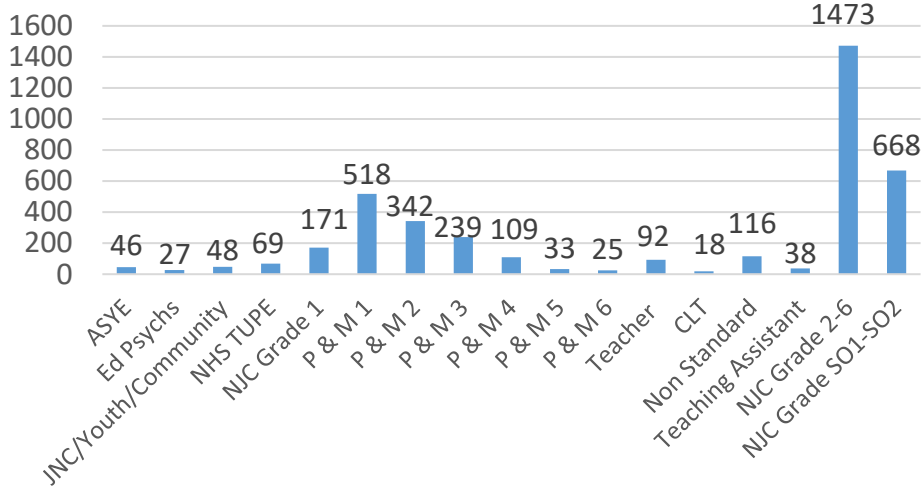
Development is used as a key tool for recognition. Apprenticeships and mentoring means that we have cost effective and supportive measures in place that act as recognition opportunities for employees whilst helping to develop our workforce. Employees feel valued leading which has led to a decrease in turnover so we have retained key employees and skills and reduced our recruitment costs.

Cambridgeshire County Council Workforce Profile

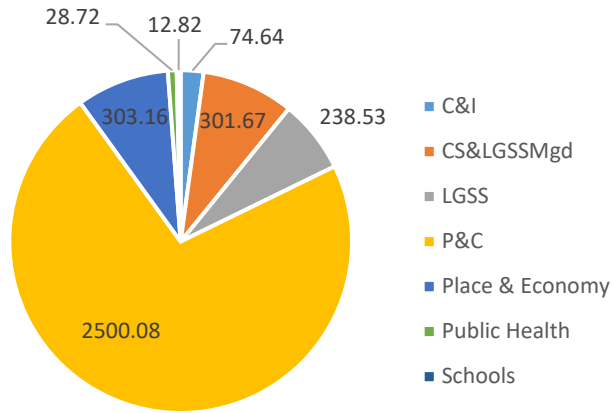
Current Employees



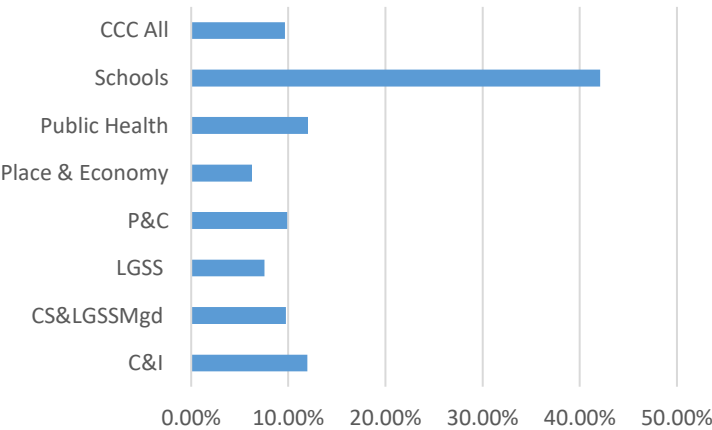
Number of Employees by Grade



FTE by Directorate



Voluntary Turnover by Directorate



Our Leavers

Average age = 45.91

Average age male = 45.01

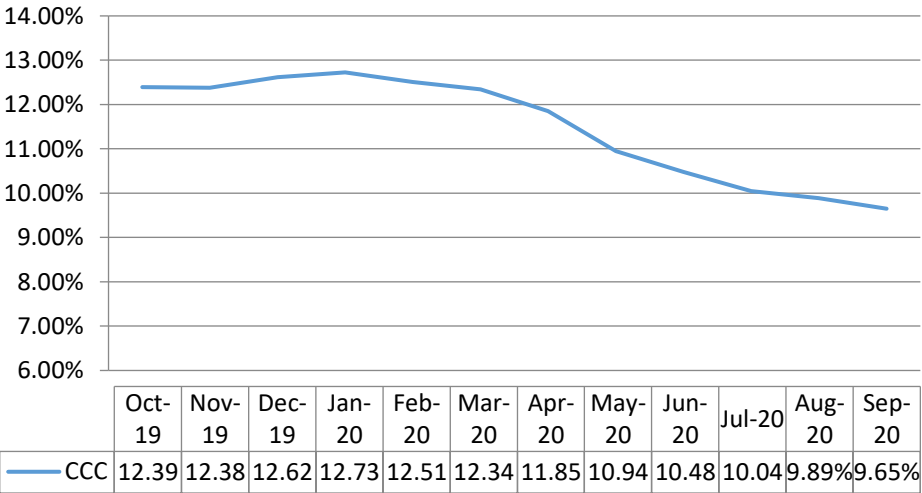
Average age female = 46.26

Average length of service = 7.03 years

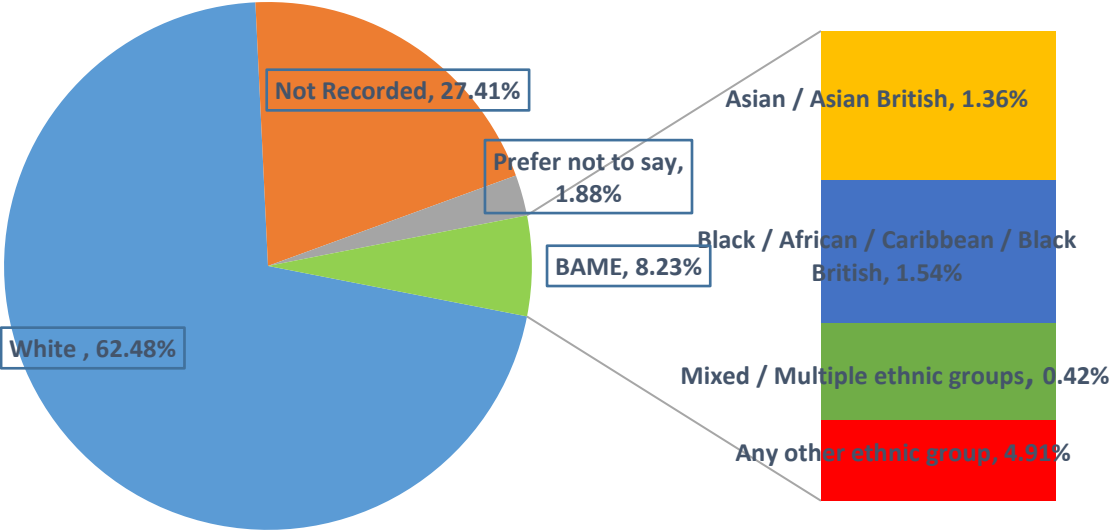
5.52 years male

7.61 years female

Turnover



Diversity Information*



61 employees have declared they are LGBTQ+ (1.50% of the workforce)

353 (8.75% of employees) responded that they would 'prefer not to say'

1848 (almost 46% of employees) have not disclosed their sexual orientation

1770 (almost 44% of employees) have disclosed they are heterosexual

*These figures are reported as of October 2020, so will vary from the figures reported in the Pay Gap publication which are reported as of 31 March 2020.

Pay Gap Reporting

To: Staffing and Appeals Committee

Date: 25th February 2021

From: Assistant Director HR Services

Purpose: The purpose of this report is to review the gender pay gap publication to ensure compliance with:

- Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

Recommendation: Staffing and Appeals Committee is asked to approve the Pay Gap Report 2021 (Appendix 1) for consideration by full Council on 16th March 2021.

Officer contact:

Name: Janet Atkin
Post: Assistant Director HR Services
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Member contacts:

Names: Councillor Joshua Schumann
Post: Chairman of the Staffing and Appeals Committee
Email: Joshua.Schumann@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 2020.
- 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 One.

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 7%. Last year our mean gender pay gap was 8%.
- 2.3 The Council's median gender pay gap is 9%. Last year our median gender pay gap was also 9%.
- 2.4 The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary. The mean gender pay gap is the difference between the average hourly earnings of men and women.

3.0 Ethnicity Pay Gap

- 3.1 National consultation on the potential reporting of an ethnicity pay gap closed in January 2019 and an outcome has not yet been released. It is likely that reporting an ethnicity pay gap will be a mandatory requirement in future but when and how this will work, with organisations using different classifications, and that disclosing their ethnic origin is voluntary for employees, remains to be defined by Central Government. As such, the method in which we report the ethnicity pay gap may differ in future from how we have approached it in this report if reporting becomes legislative with defined criteria.
- 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%.
- 3.4 The Council's median ethnicity pay gap is -2.9% therefore our pay gap is in favour of employees who have disclosed they are of an ethnic origin other than "white".

- 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, and the message has been reissued with a recent employee engagement survey on Equality, Diversity and Inclusion.

4.0 Progress Against Actions

- 4.1 The actions developed to reduce our gender pay gap are managed by the Council's People Strategy Implementation Board. This action plan will be updated to incorporate ethnicity pay gap actions once the Council's ethnicity data becomes more complete and we are able to identify any themes or areas of concern in the data.
- 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 in Appendix Two.
- 4.3 Additional analysis on the Council's pay gap has been provided in Appendix Three for Staffing and Appeals Committee only (this will be removed prior to the report being submitted for Full Council).

5.0 Source documents

- 5.1 Pay Gap Report

Pay Gap Report

Published March 2021

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

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

Gender pay reporting is used to assess:

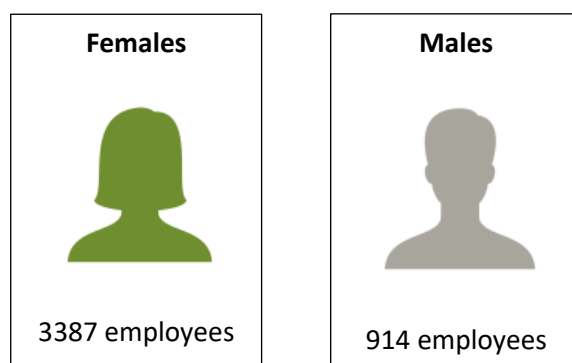
- the levels of gender equality in our workplace
- the balance of male and female employees at different levels

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

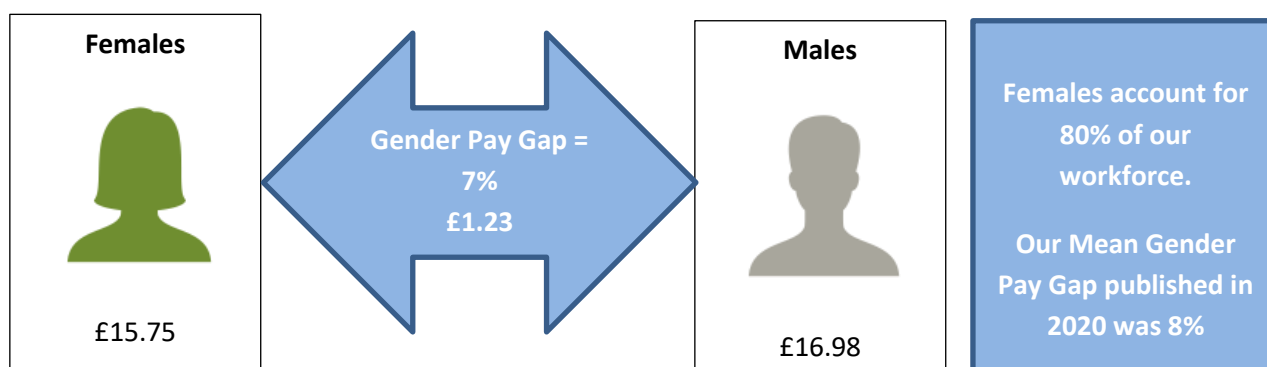
Few employers in Cambridgeshire can boast the breadth and variety of roles we enjoy at Cambridgeshire County Council. With over 4000 employees, we are one of the biggest employers in the County, with a diverse workforce to be proud of.

Gender Pay Gap

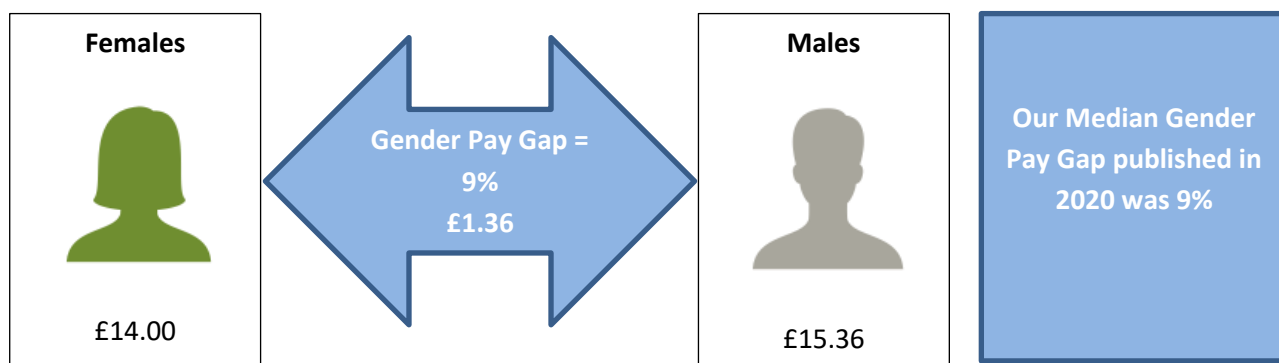
Our Workforce Profile



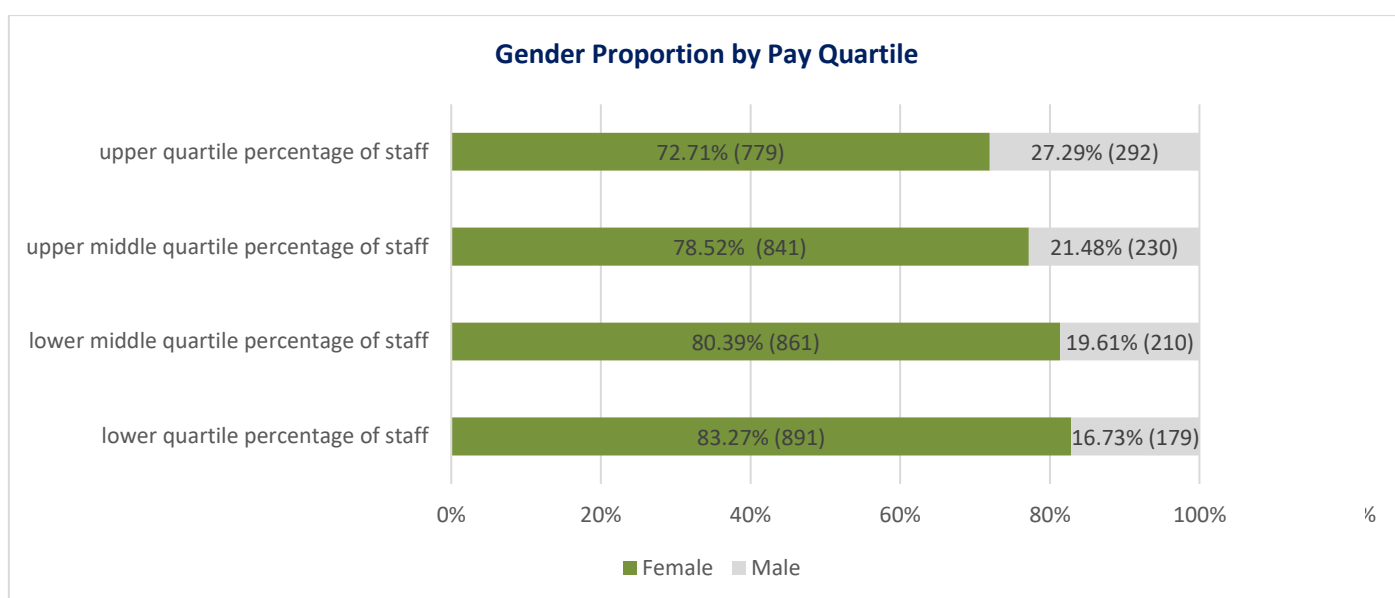
Mean Gender Pay Gap in Hourly Pay



Median Gender Pay Gap in Hourly Pay



Proportion of Males and Females in Each Pay Quartile



The graph above outlines the gender split by pay quartile and illustrates the quartile split by percentage and employee numbers. The lower quartile range relates to hourly rates of up to £11.34. The lower middle quartile is hourly rates of £11.35 - £14.46. The upper middle quartile is hourly rates of £14.47 – £18.52. The upper quartile relates to hourly rates of £18.53 and above. Please note that these figures exclude employees on reduced pay such as absence/maternity and adoption leave/career breaks, and therefore does not correspond to the total headcount figure.

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

Mean, Median and Proportion of Employees Receiving a Bonus Payment

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

Ethnicity Pay Gap

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

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

Pay Gap

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

Mean Ethnicity Pay Gap 2.5%	Median Ethnicity Pay Gap -2.9%
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The data above demonstrates that those employees of an ethnic origin other than white are earning an average of £0.41 less than white employees, but have a greater salary range and higher median hourly rate at £0.43 more than white employees.

Action We Are Taking

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

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

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

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

Theme:	Action:
Improve development opportunities for female employees We do not have a problem attracting and retaining our female workforce. However, our next steps are to invest in developing and empowering our female employees to be more proactive and confident in their own career and personal development, and encourage them to move into more senior roles.	<ul style="list-style-type: none"> • Develop clear career pathways for female employees. • Managers and leaders need to be trained in how to spot talent and encourage employees to develop. • Employees will be encouraged to take sideways moves as well as promotional roles to broaden their knowledge. • Our recruitment and selection training will be updated with an emphasis on this. We will promote and encourage managers to attend this training. • Analysis is required to identify hard to fill and traditionally male dominated roles to encourage greater diversity in these posts. • Implement a suite of development initiatives to empower female employees. For example coaching, mentoring and skills development. Females will be more confident in recognising their value and skilled in negotiating their development opportunities and package.
Engagement Female employees are more likely to need to be encouraged to apply for new posts or development opportunities rather than apply for opportunities themselves.	<ul style="list-style-type: none"> • Increased communication from female senior leaders (for example blogs Q&A sessions) to provide increased visibility of female leaders and role model career growth. • Create professional networking groups for all employees working full and part time.
Recruitment and selection We need to improve how we attract and retain females and candidates from all ethnicities into roles where they are less represented.	<ul style="list-style-type: none"> • Review of recruitment processes to ensure there is no gender bias post shortlisting. • Review of sample job descriptions/adverts to ensure there is no subtle gender bias.
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.	<ul style="list-style-type: none"> • Have defined flexible and agile working and published a policy outlining how this applies to our Council., published • As part of the Cambs2020 programme a programme of training is being rolled out across all teams to support improved flexible and agile working. Managers will need to understand how to flex individual working practices to manage the impact on the team. • 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.
Ethnicity Gap 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	<ul style="list-style-type: none"> • 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. • Seek benchmarks for ethnicity data, paying particular attention to our commissioned services.

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 Two: Gender Pay Gap Action Plan. Updated February 2021

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

Theme:	Action and who is responsible	Measure	Progress update February 2021
Improve development opportunities for female employees We do not seem to have a problem with attracting and retaining our female workforce. However, our next steps are to invest in developing and empowering our female employees to encourage them to move into more senior roles	<ul style="list-style-type: none"> Clear career pathways for female employees Who: Learning and Development	Employees PADP will outline objectives and training and development actions We will continue to monitor our workforce data to assess the gender split of promotional opportunities	A new appraisal process has been developed and will be 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 Workforce data will continue to be monitored and a review of the new process will take place in April 2022 with consideration to gender and ethnicity
	<ul style="list-style-type: none"> Managers and leaders need to be trained in how to spot talent and encourage employees to develop. Employees will be encouraged to take sideways moves as well as promotional roles to broaden their knowledge Who: Learning and Development/ HR Workforce Strategy and Policy team	Our recruitment and selection training will be updated with an emphasis on this. We will promote and encourage managers to attend this training Our recruitment policies will be updated to encourage managers to think about their vacancies and offer roles as secondments if possible Workforce statistics will demonstrate more employees moving teams to take on opportunities at both their existing and promotional grades	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. The training aims to ensure that managers across the organisation are clear on their responsibilities as a good

			employer and also has an additional emphasis on equality and diversity in recruitment.
	<ul style="list-style-type: none"> Analysis is required to identify hard to fill and traditionally male dominated roles to encourage greater diversity in these posts <p>Who: HR Workforce Strategy and Policy team</p>	The workforce statistics will, over time, illustrate a shift in attracting and retaining female employees into posts typically occupied by men	Too early to see a shift in the data, so this analysis and action will continue
	<ul style="list-style-type: none"> Implement a suite of development initiatives to empower female employees. For example coaching, mentoring and skills development. Females will be more confident in recognising their value and skilled in negotiating their development opportunities and package <p>Who: Learning and Development/ HR Workforce Strategy and Policy team</p>	Learning and development programme established and implemented and the monitoring of attendance and impact of these initiatives	Work is planned to develop a more comprehensive coaching and mentoring programme. Following the repatriation of LGSS services, there is also a thorough review of organisational wide training initiatives being undertaken, so the gender and ethnicity aspects will be considered as part of this
<p>Engagement</p> <p>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"> Increased communication from female senior leaders (for example blogs Q&A sessions) to provide increased visibility of female leaders and role model career growth <p>Who: Communications team and Senior Managers</p>	<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>	Re-focused Corporate Communications have helped to achieve this, and more recently the COVID-19 pandemic has resulted in many virtual Q&A interactive sessions being led by our Senior Managers, many of who are female
	<ul style="list-style-type: none"> Create professional networking groups for all employees working full and part time 	Networking groups established and being utilised – these will initially be established from cohorts of attendees	Networking groups will continue to be developed. The existing Equality and Diversity network

	Who: HR Workforce Strategy and Policy team	from the learning and development initiatives outlined above	group has continued to run virtually during the pandemic situation
Recruitment and selection We need to improve how we attract and retain females into roles where they are less represented	<ul style="list-style-type: none"> Review of recruitment processes to ensure there is no gender bias post shortlisting. Considerations may include encouraging diverse shortlisting and interview panels. Who: HR Advisory and HR Workforce Strategy and Policy team	Output of recruitment process review	A wholesale review of the recruitment process has taken place resulting in: <ul style="list-style-type: none"> - 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 has been re-developed so it has the option for candidates to submit anonymous application forms – removing the need for candidates to disclose their name
	<ul style="list-style-type: none"> Review of sample job descriptions/adverts to ensure there is no subtle gender bias Dependency: Improve e-recruitment reporting and training required to understand how to write adverts to remove any bias	E-recruitment data will illustrate number of females who have applied, been shortlisted and appointed to advertised posts	The success of the changes outlined above will be reviewed in 12 months time

	Who: HR Workforce Strategy and Policy Team		
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	<ul style="list-style-type: none"> 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 	Agreed definition developed and published through the Cambs2020 project	This has been achieved and 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
	Who: HR Policy, Strategy and Workforce team		
	<ul style="list-style-type: none"> 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. 	Attendance of training. Increase in flexible working practices	Training has been developed and delivered to over 200 managers to date Further more targeted training and briefings for those managing teams moving to the new Alconbury hub took place in January 2021
	Who: Learning and Development		
	<ul style="list-style-type: none"> 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 	Agree and publish policy to encourage managers to review working practices across teams	Team charter templates have been developed alongside Our Ways of Working guidance and these are being rolled out and updated alongside the Cambs2020 moves
	Who: HR Workforce Strategy and Policy team. Cambs2020 project		

<p>NEW ACTION ADDED FEBRUARY 2021</p> <p>Ethnicity Gap 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"> • Encourage employees to complete their ethnicity data, to enable us to report better on our pay gap. • 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. 	<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>n/a</p>
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Appendix Three: Pay Gap Review

Updated February 2021

The Gender Pay Gap

1.0 Overview

The gender pay gap publication is presented to Committee alongside this review. From the summary of data to be published, it can be seen that the Council's mean average gender pay gap is 7%, a 1% reduction from 8% reported the previous year. This means that when the total female hourly earnings are divided by the number of female employees, compared with their male counterparts, women are earning an average of £1.23 less than male employees. An improvement from a difference of £1.37 for the previous period.

Our median gender pay gap for 2020 is 9%, which is the same as reported last year. When all of the hourly rates of pay for male and female employees are put in order of highest to lowest, women are on average earning £1.36 less than male co-workers, a slight increase in the difference last year of £1.34.

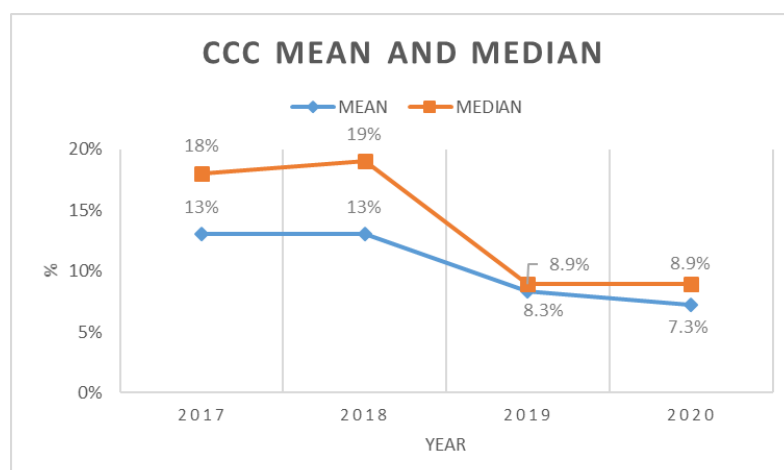
It should be remembered that although reported in March each year, the data is in fact a snap-shot of the workforce in the previous March. The mean average can often fluctuate if there is a large distribution between the highest and lowest salary values.

It is acknowledged that the reduction in the mean pay gap reported this year is small, however, any reduction in the pay gap is seen as positive. As previously outlined to Committee, a reduction in a pay gap with a large organisation such as the Council take time and targeted efforts. As can be seen from the update of actions in appendix two, there has been a considerable amount of work that has been completed, and will continue to take place to reduce the pay gaps.

We have analysed our gender pay gap for 2020, based on data as at 31st March 2020. We have seen a further reduction in our mean gender pay gap to 7.3% and our median gender pay gap has remained the same at 8.9%. These figures are published as 7% and 9% respectively in accordance with the regulations guidance in rounding to whole numbers. The graph below illustrated the downward direction of travel of our gender pay gap.

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary. The mean gender pay gap is the difference between the average hourly earnings of men and women.

Figure 1: CCC Mean and Median Trend



2.0 Starters and Leavers

From our starters and leavers data, we know that the Council does not have a problem in attracting and retaining a female workforce but could be doing more to develop and empower female colleagues. As a result, work is underway to promote our current coaching offering, as it was found that females are more likely to progress in their careers if they have a good external network of support.

Figure 2: New Starters

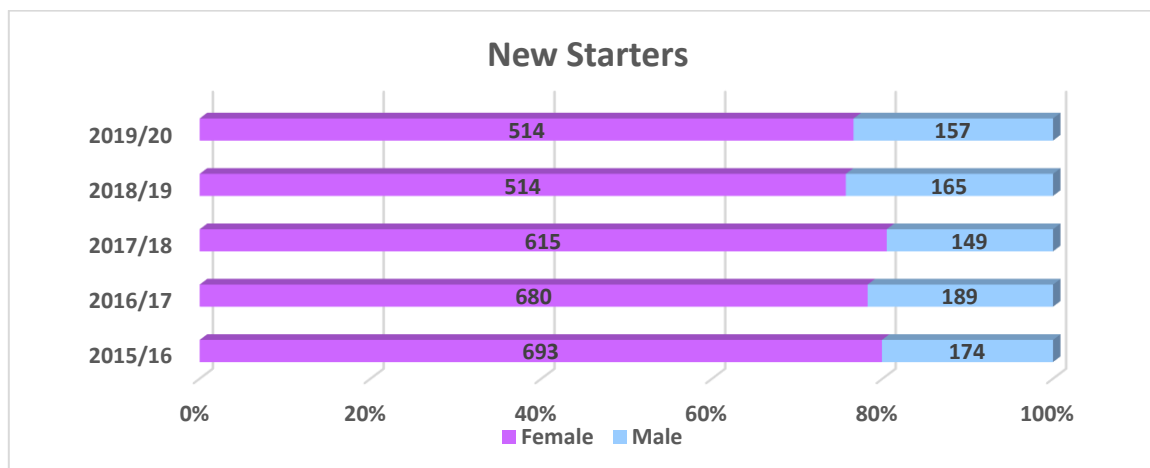
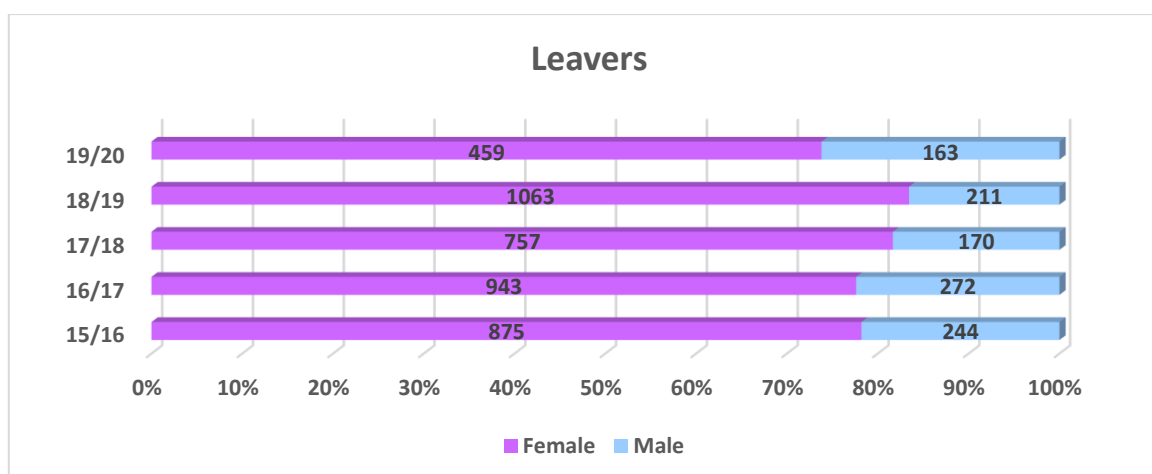


Figure 3: Leavers

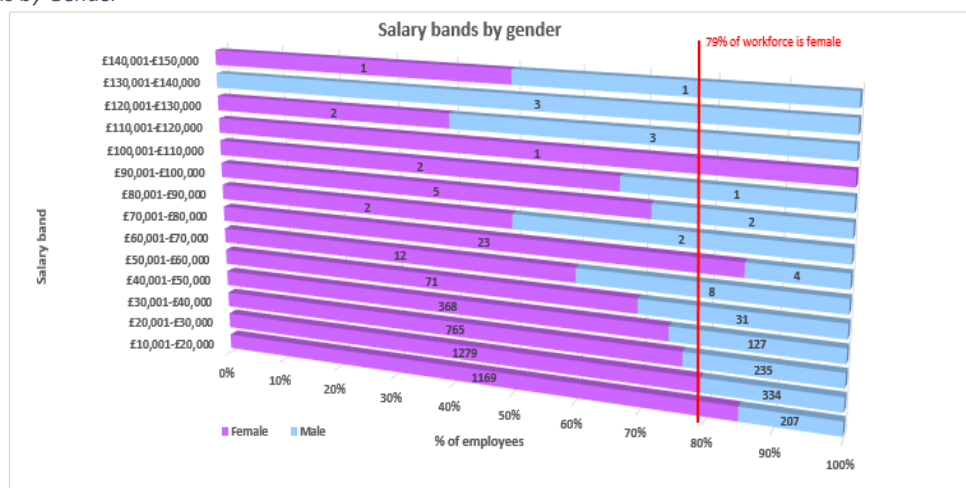


The charts above demonstrate that, with the exception of last year's leavers which were 74% female, our starters and leavers are fairly representative of the workforce gender split.

3.0 Grades and Salary Banding

Figure 4 illustrates the full time equivalent (FTE) salary bands (in £10k increments) of our workforce by gender. The figure illustrates that our gender split in the salary bands up to and including £30-£40k are fairly representative of our 4:1 female to male ratio. Within the £40k-£70k bands, representation of female employees continues to reduce across each band with 60% of females within the £60-£70k salary band. However in the £70-£80k and £110-£120k salary bands, female representation is greater than the 4:1 ratio.

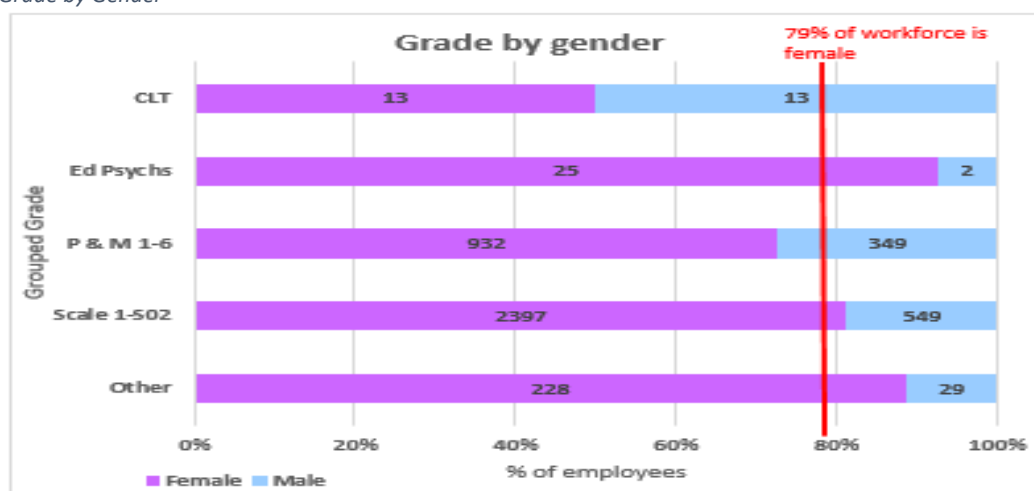
Figure 4: Salary bands by Gender



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. This includes our relief workforce. Of the relief cohort, female employees account for 87% of relief workers.

Figure 5 below demonstrates the distribution of female and male employees across each grouped pay grade. The figures are fairly consistent with the data reported over the last two financial years, and reiterates the positive message that there is proportional representation of females in the majority of grades.

Figure 5: Grade by Gender



We currently have 123 employees undertaking apprenticeships, of which 84 are female. This accounts to 68% of our of workforce, which is not quite representative of our workforce gender split of 79% female. We need to continue to encourage more female employees to consider how an apprenticeship could further their development and skills.

The Ethnicity Pay Gap

As outlined in the main Committee report, until such a time that ethnicity pay gap reporting becomes a legislative requirement, the calculation that employers use is not likely to be consistent, and the method in which we report the ethnicity pay gap may differ in future from how we have approached it in this report.

Three in four of our employees have disclosed their ethnicity, 84 employees (2%) have told us they would 'prefer not to say' and a further 1106 people (26%) have not disclosed any information on their ethnicity.

Of the 74% of employees who have disclosed their ethnicity, 7% of employees have told us they consider themselves to be Black, Asian and Minority Ethnic (BAME) and 67% have disclosed they are White.

Our mean ethnicity pay gap is 2.5%. This means that when the total BAME employee hourly earnings are divided by the number of employees who have declared they are BAME, compared with employees who have disclosed they are white, BAME employees are earning an average of £0.41 less than White employees.

Our median ethnicity pay gap for 2020 is -2.9%, therefore our pay gap is in favour of employees who have disclosed they are BAME compared to employees who have declared they are White. When all of the hourly rates of pay for BAME and White employees are put in order of highest to lowest, White employees are on average earning £0.43p less than BAME colleagues. This would suggest that we have a higher proportion of BAME employees with higher hourly earnings.

Further and more in-depth analysis on the ethnicity pay gap will take place once we have more complete employee data.