

Gender Pay Gap Report

Published March 2020

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 2019.

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.

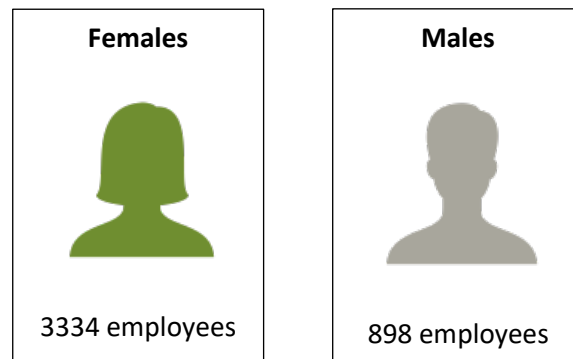
Gender pay reporting is used to assess:

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

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.

We are committed to equality within our workforce, and our flexibility, working practices and wide range of roles ensure that we encourage and support women to come to work for us, and develop their long-term career to stay with us.

Our Workforce Profile



Action We Are Taking

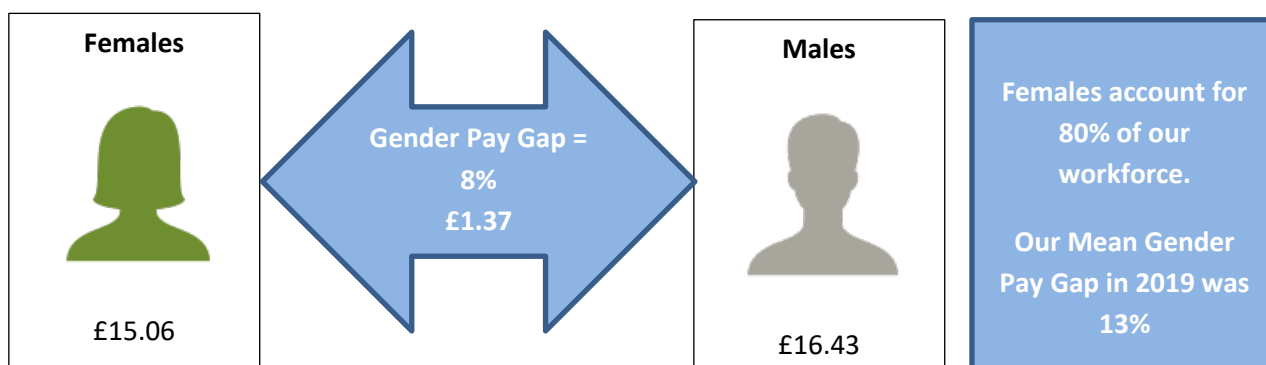
Our current workforce data tells us that the council is attracting and retaining women and we have a fairly representative number of female employees across all four pay quartiles. The council has a fair and equitable pay policy in place and promotes flexible working practices. All jobs in the council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

We undertake a full review and audit into our gender pay gap every year. 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.

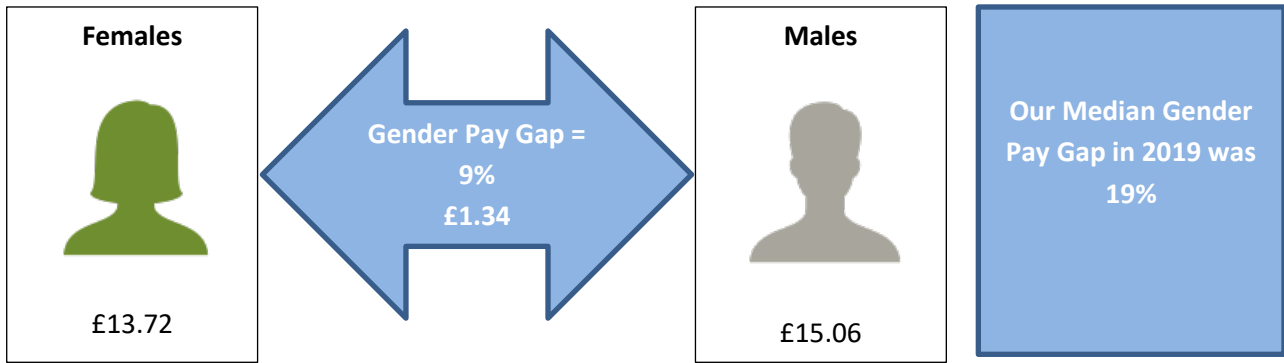
The analysis and research undertaken as a result of these reviews emphasise that there is no quick win or simple solution to reduce a gender pay gap in the workforce. The only way to reduce our gender pay gap is to take a long term view of resourcing, developing and engaging our workforce, and the following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

Theme:	Action and Review Date:
<p>Improve development opportunities for female employees</p> <p>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 encourage them to move into more senior roles.</p>	<ul style="list-style-type: none"> • Develop clear career pathways for female employees. (March 2021) • Managers and leaders need to be trained in how to spot talent and encourage employees to develop. (December 2020) • Employees will be encouraged to take sideways moves as well as promotional roles to broaden their knowledge. (December 2020) • Our recruitment and selection training will be updated with an emphasis on this. We will promote and encourage managers to attend this training. (December 2020) • Analysis is required to identify hard to fill and traditionally male dominated roles to encourage greater diversity in these posts. (December 2020) • 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. (March 2021)
<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. (September 2020) • Create professional networking groups for all employees working full and part time. (September 2020)
<p>Recruitment and selection</p> <p>We need to improve how we attract and retain females into roles where they are less represented.</p>	<ul style="list-style-type: none"> • Review of recruitment processes to ensure there is no gender bias post shortlisting. (December 2020) • Review of sample job descriptions/adverts to ensure there is no subtle gender bias. (December 2020)
<p>Working Practices</p> <p>Flexible working practices will improve retention of our staff and allow employees with non-work responsibilities (i.e. family commitments, studying) to continue to progress through the council without compromising their work/life balance.</p>	<ul style="list-style-type: none"> • Have an agreed definition of flexible and agile working, endorsed by the Chief Executive, that is workable through all management tiers, subject to service needs. (April 2020) • 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. (April 2021) • 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. (April 2021) • The impact of career breaks will be analysed to determine whether there is any long term impact on employees returning to work following a break. (April 2021)

Mean Gender Pay Gap in Hourly Pay



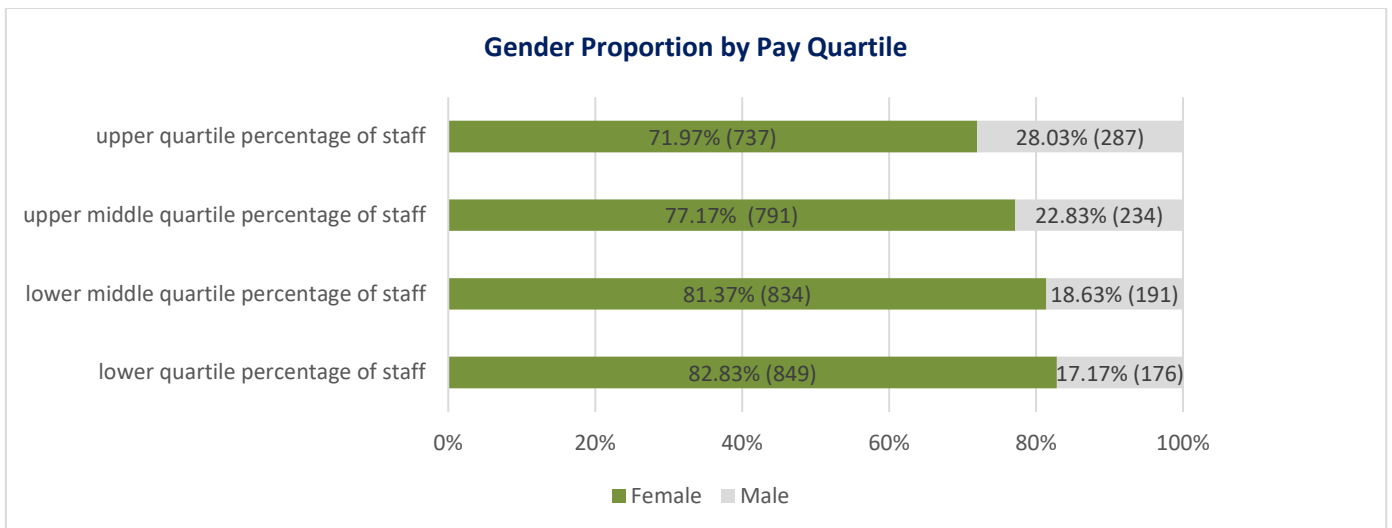
Median Gender Pay Gap in Hourly Pay



Mean, Median and Proportion of Males and Females Receiving a Bonus Payment

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

Proportion of Males and Females in Each Pay Quartile



The graph above outlines the gender split by pay quartile and illustrates the quartile split by percentage and employee numbers. The lower quartile range relates to hourly rates of up to £10.80. The lower middle quartile is hourly rates of £10.80 - £13.72. The upper middle quartile is hourly rates of £13.72 – £18.35. The upper quartile relates to hourly rates of £18.35 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. It's pleasing to report that in 3 of the 4 quartiles, a more positive gender proportion is reported this year.

Next Steps

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