

# Cambridgeshire County Council Gender Pay Gap (GPG) report for the period April 2022-March 2023

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## Introduction

Equality, diversity and inclusion is at the heart of Cambridgeshire County Council. Our corporate vision is to create a greener, fairer and more caring Cambridgeshire and in doing this we aim to create an inclusive environment that attracts, develops and retains a diversity of people, who feel that they belong.

To achieve this, we must navigate considerable complexity in overcoming barriers to equality. One of these is our Gender Pay Gap. We will use our Equality, Diversity and Inclusion (EDI)

and People Strategies to continue reducing our Gender Pay Gap as well as improving our ethnicity reporting capabilities.

Over the last 5 years we have made steady progress, but as this report reflects, there is still more to do. We are committed to improving our data to better understand our gender pay gap, which in turn, will enable us to take more targeted action. We also recognise that for our council to thrive, we need to reflect the community we serve and ensure that our strategies, policies and practices are inclusive to staff from all backgrounds. Our People Strategy and EDI Strategy Action Plans will make a significant contribution to this vital work.

This paper details our gender pay gap figures and actions that we have taken and will continue to take to reduce our gender pay gap. These actions form part of either the developing People Strategy action plan or the EDI Strategy action plan, to consolidate workforce-related actions.

## Background

### Calculating the gender pay gap

The gender pay gap shows the difference in both mean and median average hourly earnings between men and women. This report (to be published 31<sup>st</sup> March 2024) covers the period 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023, using a snapshot of pay data at 31<sup>st</sup> March 2023. Under regulations introduced in 2017 as part of the Equality Act 2010, organisations with 250 or more employees on the 5<sup>th</sup> of April of a given year must publish the following figures:

- **Mean gender pay gap:** the mean is defined as the average of the figures and is calculated by adding up all the salary figures and dividing by the number there are.
- **Median gender pay gap:** the median is defined as the salary that lies at the midpoint and is calculated by ordering all salaries from highest to lowest and the median is the central figure.
- **Mean bonus gender pay gap** - mean bonus gender pay gap is the difference between the average bonus pay of relevant female employees (taken as a single group) and the average bonus pay of relevant male employees (again taken as a single group), expressed as a percentage.
- **Median bonus gender pay gap** - is the difference between the median bonus pay of relevant female employees (taken as a single group) and the median bonus pay of relevant male employees (again taken as a single group), expressed as a percentage.
- **Proportion of males and females receiving a bonus payment** – is the number of males and females that receive a bonus payment and the proportion of these in the workforce.
- **Proportion of males and females in each pay quartile:** the quartile information is calculated by listing all salaries from highest to lowest and then splitting that information into four equal quarters to determine the percentage split of male and female employees in each quartile.
  - Lowest quartile: lowest 25% of numbers
  - Lower middle quartile: second lowest 25% of numbers
  - Upper middle quartile: second highest 25% of numbers
  - Upper quartile: highest 25% of numbers

The gender pay gap is different to 'equal pay':

- **Equal Pay:** Equal pay law classes as the same, equivalent or of equal value. This means someone must not get less pay compared to someone who is both the opposite sex and doing equal work for the same employer. Our job evaluation scheme ensures that all jobs are evaluated and graded consistently to ensure equal pay for work of equal value, regardless of gender.

A pay gap can either be presented as positive, equal, or negative, it is a measure of the difference between the average pay men receive and the average pay women receive. A positive pay gap means that females on average earn less than males. A pay gap of zero means the average pay of male and female is the same. A negative pay gap means that the average pay of female employees is higher than that for males. An organisation can have equal pay and still have a pay gap, and likewise a low pay gap does not always mean that an organisation has equality of pay.

The pay gap is presented by 'male' and 'female' as legal sex. **Legal sex:** This is a sex or gender that is recognised under the law for which we use the terms 'Male' or 'Female'.

### Factors contributing to the Gender Pay Gap

The gender pay gap is a complex issue, gender pay gaps are the outcome of economic, cultural, societal and educational factors. It is affected by many variables such as, but not limited to, social pressures, bias and career choice. The key drivers of the gender pay gap include that more women are in part-time work, the type of occupations in which men and women are concentrated, the increasing costs of childcare, women taking on the bulk of unpaid care<sup>1</sup>. Figure 1, published by the Chartered Institute of Personnel and Development (CIPD), illustrates causes of a gender pay gap.

**Figure 1: Causes of the Gender Pay Gap as recognised by the CIPD**



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<sup>1</sup> [The gender pay gap - what is it and what affects it? - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peopleinwork/payandpensions/genderpaygap/articles/whatisitandwhataffectsit)

**Occupational segregation** - the division of labour, in the context of paid employment, as a result of which men and women (or members of different ethnic or religious groupings) are channelled into different types of occupational roles and tasks, such that there are two (or more) separate labour forces. It is conventional to distinguish vertical job segregation, by which (say) male or white employees are concentrated in the higher-status and better-paid positions, from horizontal job segregation (where the different sexes or ethnic groups work in different types of occupation—men are engineers, women are typists, and so on). This distinction is discussed further in the entry on the division of labour. Occupational segregation by sex is widespread in all industrialised societies.<sup>1</sup>

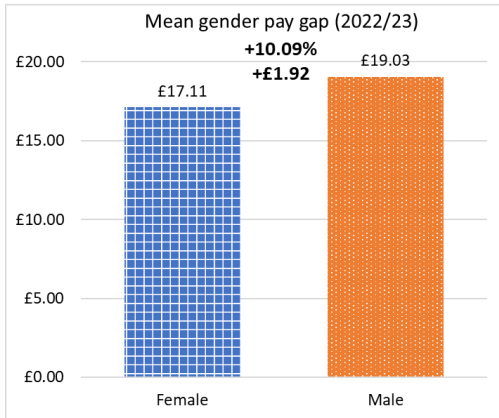
Long-term meaningful change can only be achieved by addressing societal norms including occupational sex segregation (horizontal and vertical) and gender role stereotypes.

## Our Gender Pay Gap data 2023

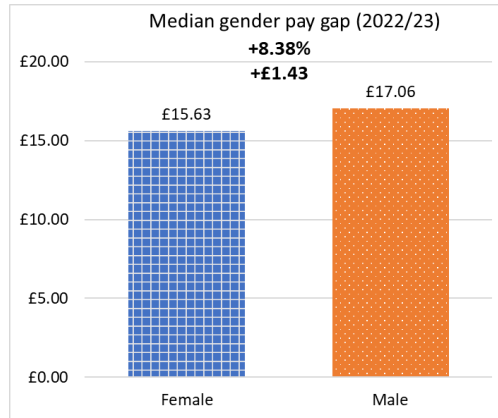
Data as of 31<sup>st</sup> March 2023 (snapshot date)

Measure	Information		
<b>Number of employees</b>	3917 employees*		
	802 male (21%)	3115 female (79%)	
<b>Mean</b>	10.09%		
<b>Median</b>	8.38%		
<b>Pay quartiles</b>	<b>Male</b>	<b>Female</b>	
Lower	-0.5%	144	835
Lower middle	+0.5%	184	795
Upper middle	+0.5%	218	761
Upper	+5.5%	256	724
<b>Mean, median and proportion of employees receiving a bonus payment</b>	Cambridgeshire County Council does not operate a bonus payment scheme, and therefore has no bonus payment pay gaps.		
*Our headcount was 4282. The number of positions filled at CCC is higher due to some employees holding more than one position, a total of 4668 positions. For this data, 3917 employees were considered 'full pay relevant employees' under the government gender pay gap reporting guidelines. From the employees considered within this report, 210 are apprentices. 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.			

**Table 1: Overview of Cambridgeshire County Council's gender pay gap**



**Figure 2: Mean GPG in hourly pay**

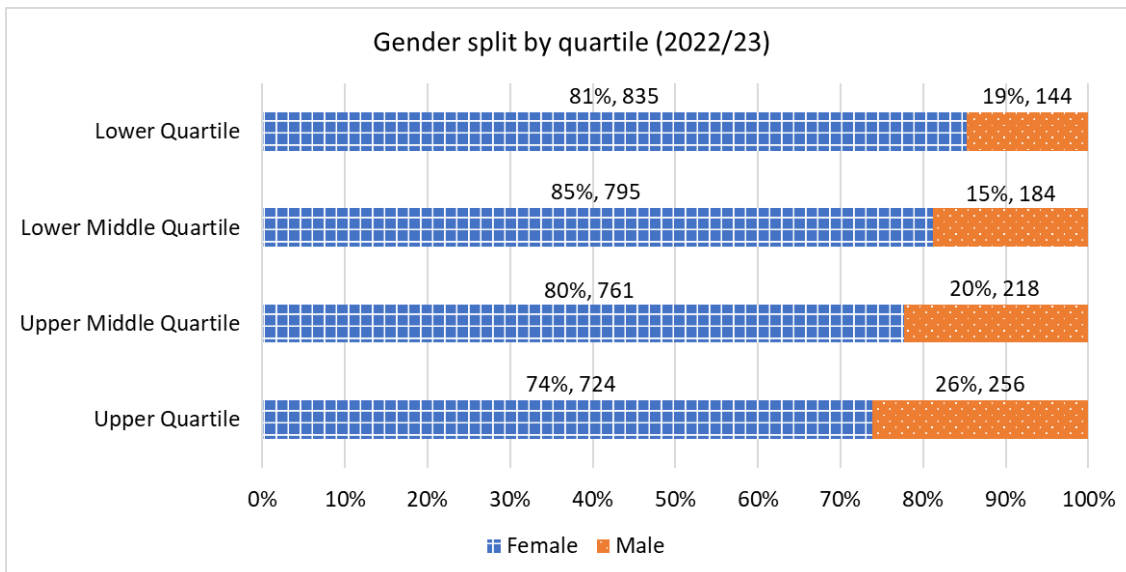


**Figure 3: Median GPG in hourly pay**

As of 31<sup>st</sup> March 2023, the mean hourly rate for positions held by males was £19.03 and £17.11 for positions held by females (Figure 2). This means on average positions held by males earned £1.92 more per hour than positions held by females, which equates to a mean difference of 10.09%.

Our median hourly rate for positions held by males is £17.06 and for £15.63 for positions held by females with an hourly difference of £1.43, meaning an 8.38% difference (Figure 3). From a statistical point of view the median is a more accurate measure as it is not affected by the top and bottom of the pay scales (outliers) which can vary from £195,700 down to £21,571.

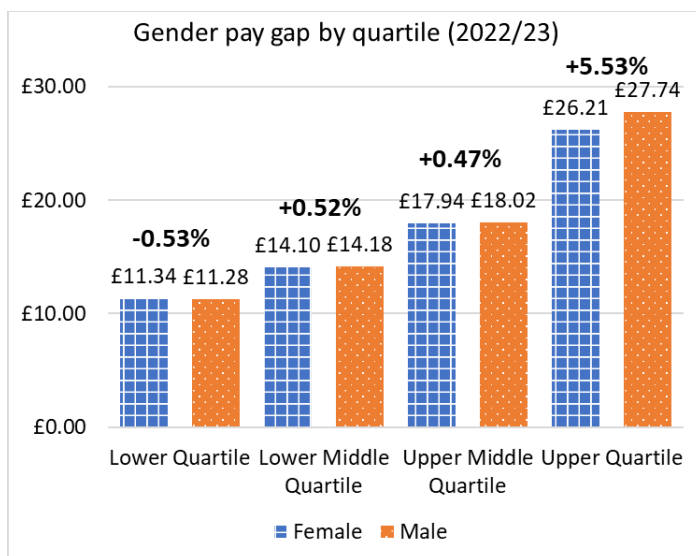
In comparison to last year’s figures, we have seen a slight increase of 1.26% to our mean gender pay gap to 10.09% and an increase of 0.22% to our median gender pay gap making it 8.38%. One of the main factors that has influenced our increase is the hiring of more males to jobs in our upper quartiles. Positions held by males account for 46% of those on the leadership pay scale, compared to 21% overall within the council and 18% of those on the NJC pay scale, the lowest paid.



**Figure 4: Proportion of males and females in each pay quartile 2023**

Figure 4 outlines the quartile breakdown by gender and provides the number of employees in each quartile and the percentage of the workforce in each section. The hourly rate range of the lower quartile is between £10.53 - £12.24, the lower middle quartile is £12.24- £15.63. The upper middle quartile is hourly rates of £15.63 - £20.23. The upper quartile relates to hourly rates from £20.23 up to £98.49, this includes the Leadership pay scale. Where there were employees on the same hourly rate that overlap between the top or bottom hourly pay of the quartiles men and women have been split as evenly as possible across the hourly pay quartiles, either side of the overlap. Since last year the two lower quartiles have seen an 11% increase with the upper middle increasing by 7% and the upper quartile by 5%. These increases are related to our cost-of-living increases and real living wage increments.

Compared to 2022, positions held by females make up a lower proportion of the lower quartile (81% in 2023 compared to 84% in 2022), and despite a fall in the lower middle quartile positions held by females still make up over three quarters of it. Positions held by males are most highly represented in the upper quartile (26.1%), and the upper middle quartile (22.3%). These are both significant contributing factors to our gender pay gap. In addition, in 2023 of the top 10 highest hourly rates 7 of them are earned by males whereas in 2022 this was split 5 males and 5 females. Out of the top 20 salaries in the County Council, 12 are earned by males whereas in 2022 this was 9.



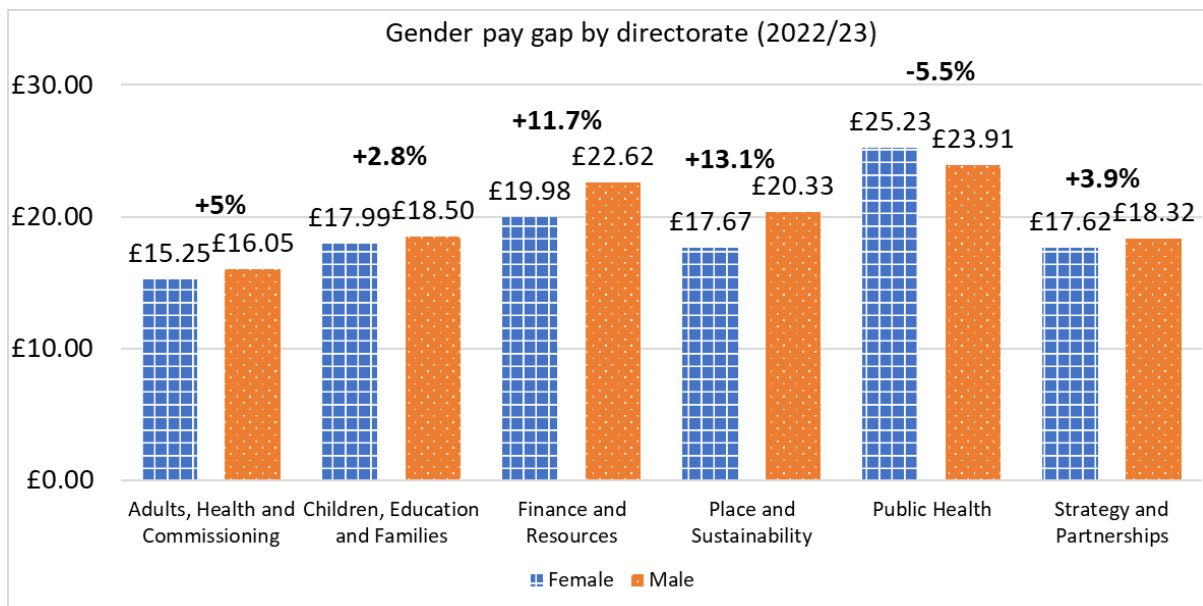
**Figure 5: Hourly pay by quartile**

Figure 5 shows the average hourly for males and females in each quartile. The lower quartile is the only one where we see a negative pay gap meaning that positions held by females are earning more than males on average by  $-0.53\%$ . In the other three quartiles we can see a positive pay gap that ranges from  $+0.47\%$  to  $+5.53\%$ .

#### Figures by Directorate

Cambridgeshire County Council is made up of 6 directorates and to explore our gender pay gap further we have broken this down to form a pay gap percentage for each directorate.

Before looking into this further it is worth noting that this data only includes the positions that are included in the gender pay gap report (in line with the definition in Table 1).



**Figure 6: Gender Pay Gap by Directorate**

Figure 6 shows the difference in hourly rate between male and female as well as the gender pay gap percentage for each directorate. Key findings include:

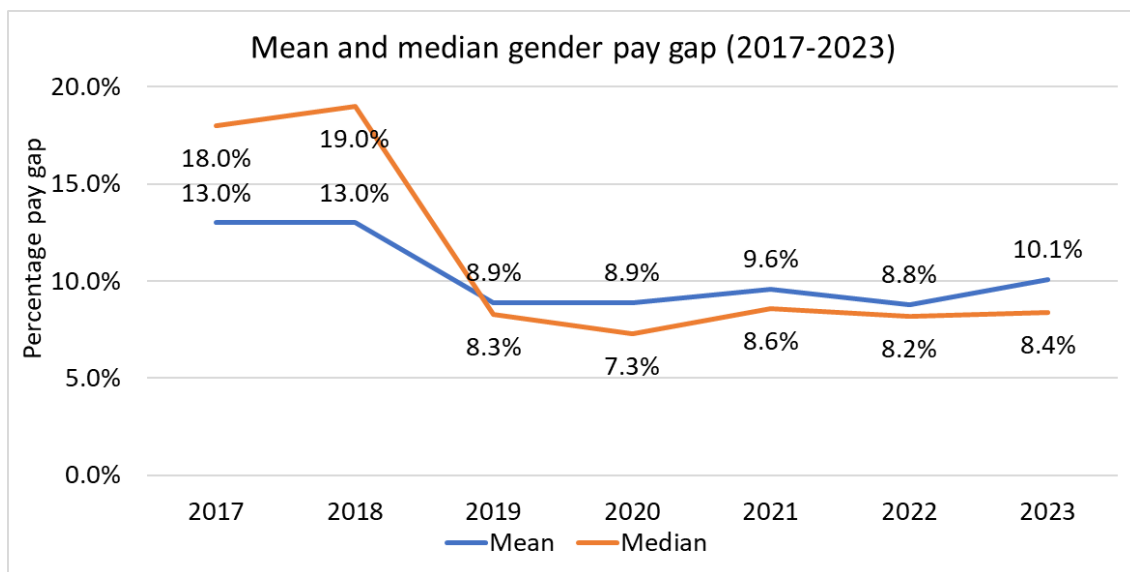
- **Public Health** is the only directorate with a negative pay gap. When looking into this further we can recognise that this is a small team of 49 positions which is 78% female. It is also worth noting that both the Director of Public Health and the Deputy Director of Public Health are both females.
- **Place and Sustainability** has the highest gender pay gap; it is a team of 416 positions, of which 63% are female, which is a more balanced gender split than our typical demography, and with an hourly average pay difference of £2.66 and a positive pay gap of 13.1%. Place and Sustainability includes teams such as Highways and Transport which are male-dominated fields and males occupy the two most senior positions.
- **Finance and Resources** has the second highest gender pay gap. This is a team of 325 positions and 56% of which are held by females. It is the only team that is close to a 50/50 split by gender. It has an hourly average pay gap difference of £2.64 and a positive pay gap of 11.7% being one of the directorates with the higher pay gap. Part of the gap can be due to having a male Executive Director of Finance and three male service directors. In the wider management team (14 positions) 9 are held by male employees.
- The remaining directorates have smaller positive pay gaps between 2.85% and 5% with the pay difference ranging between £0.51 - £0.81.

By looking at a more detailed breakdown of our quartiles, directorates and workforce composition we are able to ascertain that if we were able to attract females to the higher

paid positions within the council, as well as changing the gender balance in some directorates, particularly where types of positions tend to be more male or female dominated, we would see a reduction in our gender pay gap.

### Six Year Picture – where have we been?

Figure 7 shows our mean and median pay gaps between 2017 and 2022. We have experienced an increase in our mean gender pay gap from 8.8% in 2022 to 10.06% in 2023 and the median has increased from 8.2% to 8.4%. When looking at this from a financial perspective, this is an average mean difference of £1.92 per hour between positions held by males and positions held by females for 2023, whereas in 2022 it was £1.56.



**Figure 7: Mean and Median gender pay gap by year**

In order to appreciate our gender pay gap as a whole, we need to understand the growth of our organisation and the changes that we have faced over the 6-year period since we began reporting.

Year	No. of relevant employees	By Sex		Female %
		Females	Males	
2018	5251	4184	1067	80%
2019	4919	3947	972	80%
2020	4232	3334	898	79%
2021	4301	3387	914	79%
2022	3965	3131	834	79%
2023	3917	3115	802	79%

**Table 2: Organisational growth 2017-2023**

Table 2 shows Cambridgeshire County Council’s journey from 2017-2023 in relation to the number of employees that fulfil our positions by sex. Since 2018 we have seen 25.4% decrease in the number of employees within Cambridgeshire Council whose salaries fall within the reporting requirements. Despite this decrease, our female to male ratio has remained steady only dropping from 80% to 79% in 2020 and stabilising. This indicates that the balance of



males and females within the pay quartiles should be the target of our actions, rather than attracting more females.

### The National Picture

To help us benchmark our gender pay gap we look at other councils (Tables 3 and 4).

<b>Council</b>	<b>Mean (%) lowest to highest 2022</b>
Lincolnshire County Council	5
Staffordshire County Council	6.4
Buckinghamshire County Council	7
<b>Cambridgeshire County Council</b>	<b>8.8 (10.1 in 2023)</b>
Essex County Council	9
Norfolk County Council	9.03
Derbyshire County Council	11.7
Suffolk County Council	12.2
<b>Average of all</b>	<b>8.64</b>

**Table 3: 2022 Mean GPG figures for other local authorities** (note these are not current figures that are due to be published hence the figures are subject to change following the release of the new information in 2024)

<b>Council</b>	<b>Median (%) lowest to highest 2022</b>
Buckinghamshire County Council	1.6
Lincolnshire County Council	2.6
Staffordshire shire County Council	4.8
<b>Cambridgeshire County Council</b>	<b>8.2 (8.4 in 2023)</b>
Norfolk County Council	8.58
Essex County Council	11.5
Suffolk County Council	13.8
Derbyshire County Council	16.9
<b>Average of all</b>	<b>8.49</b>

**Table 4: 2022 Median GPG figures for other local authorities** (note these are not current figures that are due to be published hence the figures are subject to change following the release of the new information in 2024)

Our mean and median figures for 2022 ranked around the middle of the comparable data, showing that whilst there has been a slight increase in our pay gap this year, there are others who have reported higher figures, however there is progress to be made and we will explore good practice actions being taken at the comparable organisations.

Looking at the national picture, the Office for National Statistics (ONS)<sup>[1]</sup> shows a slight increase in the national gender pay gap from 14.9% in 2020 to 15.4% in 2021, and back to 14.9% in 2022 but overall, still shows a decrease from the 2019 total of 17.4%. The figures published for 2023 have been released at 14.3% meaning that we are still below the national average by 4.2%.

## Analysis

To understand the key determinants of our gender pay gap, analysis of our workforce data has been undertaken, areas we have taken a deep dive into include:

- a) Employees by Full- time/ part-time status
- b) Pay scale
- c) Starting salaries
- d) Appraisal outcomes
- e) Age – under and over 40
- f) Length of service
- g) Apprenticeships
- h) Career progression

Key analysis points for each of these areas are outlined below:

### a) Employees by part-time and full-time status

41% of employees work part-time (fewer than 37 hours per week). Of all part-time employees, 1,442 are female and 174 are male. This is in line with the national picture. The ONS report that females occupy more part-time positions than males with the Annual Survey of Hours and Earnings (ASHE) data showing that in 2023 86% of male employees were in full-time employment, compared with approximately 61% of female employees.

Analysing our pay gap by part-time or full-time status, the full-time gender pay gap was 5.8% and the part-time gender pay gap was -2.3% (female positions earned more). Figure 8 shows that this equates to a £1.18 per hour difference for full time employees with men taking the higher rate, whereas with the part time employees, females on average tend to earn £0.33 more on average.

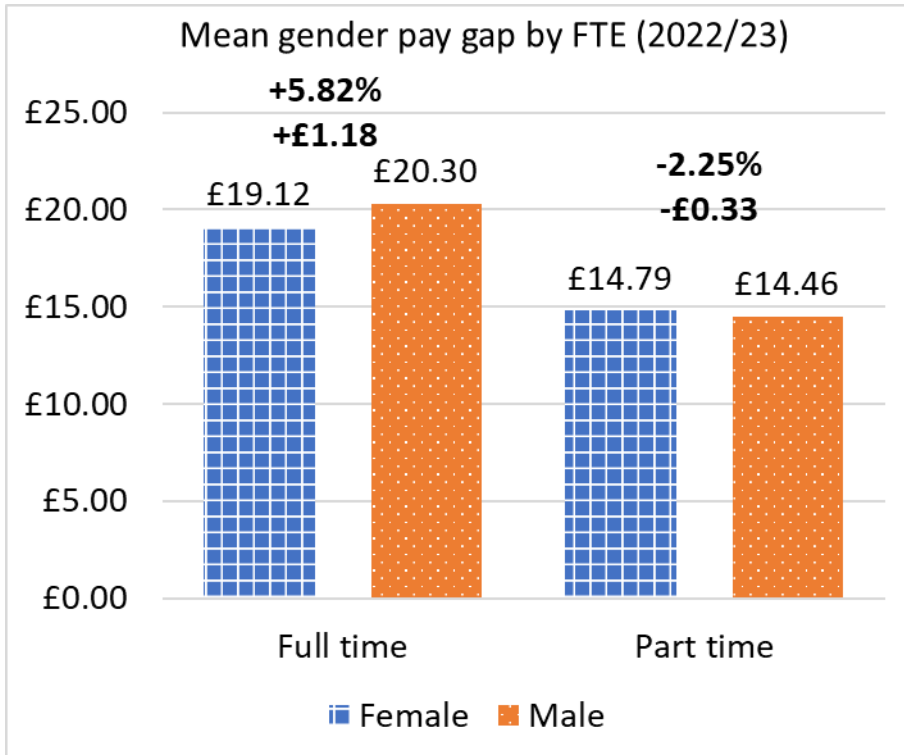


Figure 8: Mean gender pay gap by FTE

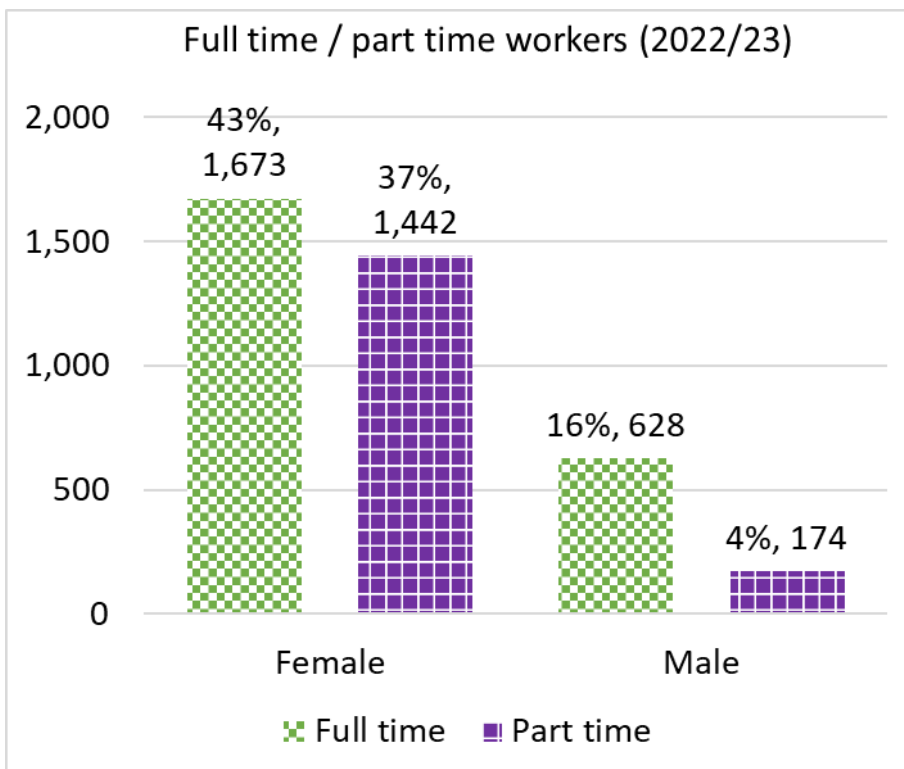


Figure 9: Full and part time worker figures 2023

Figure 9 shows the split of full-time vs part time employees. Considering our workforce is female dominated there are only 231 (+6 percentage points) more full-time female employees than male positions compared to 454 (+12 percentage points) more part-time female employees. Despite having more female employees working full time compared to part

time we can see from Figure 8 that part-time employees are earning less per hour, leading the gender pay gap for all employees to be considerably larger than the full-time and part-time gaps.

The mean pay gap for all employees shows that positions held by females on average earn £17.11 per hour (mean), compared to the mean hourly rate for positions held by part time female of £14.79, a 14.5% decrease in hourly rate for part time females. This analysis shows that females are more likely to work part time than males: out of all female employees, 46% are part time. For male employees, 22% are part time. For many people the opportunity to work part time is a positive option that allows employees the right work/life balance and enables them to work as well as pursue other interests and responsibilities. As part of our action plan, we will explore ways in which we can encourage females to become reintroduced into full-time employment (where they are interested in doing so) following a period of part time work and measures we can put in place to support this transition.

b) Pay scale

There are three separate pay scales for our workforce, shown in Table 5. Those that do not fall into these three categories have not been included in this section (298 people who are on different protected pay rates covered by TUPE).

Council pay scale	Pay range
NJC	£18,516 - £32,798
Professional and Management	£36,333 - £78,893
Leadership	£79,000 - £217,000

Table 5: Gender breakdown of Cambridgeshire County Council pay scales

Figure 10 demonstrates the number of jobs in each pay scale and the gender break down of each of these.

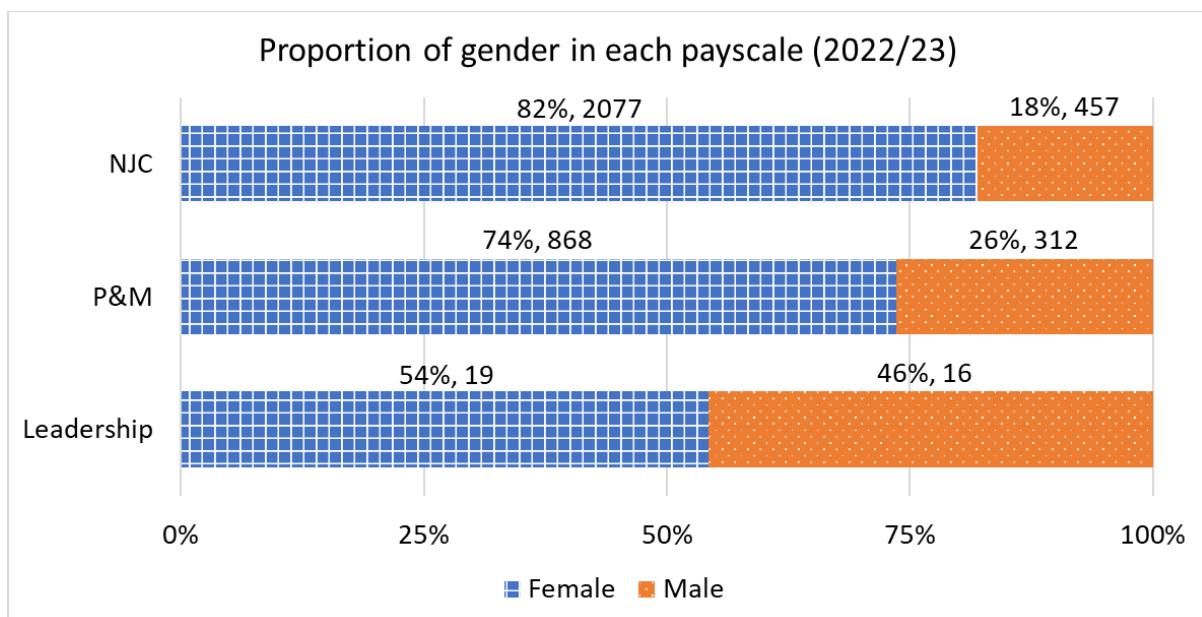


Figure 10: Proportion of each gender by pay scale 2023

Figure 10 highlights the sliding scale from NJC to Leadership. The proportions of positions held by females decrease at each pay scale group, 82% of positions at NJC scale (our lowest pay scale) are female, 74% of our Professional and Management scale positions (our middle pay scale) are female and 54% of positions at Leadership pay scale (the top pay scale) are female. Representation of female positions in P&M and Leadership scales is disproportionate to the overall gender split of the workforce, indicating that more could be done to improve gender representation at managerial and leadership levels.

Within the Professional and Management scale there is nearly triple the number of female employees compared to male and with the Leadership pay scale there are 3 more female employees than males. Although there are more positions held by females than positions held by males in each of the pay scales, they are not representative of the overall makeup of the organisation, which is 79% female. Further exploration will be conducted into the positions that are situated within each pay scale to ascertain which positions lead to the imbalance.

Despite there being more females in each pay scale there is a still a positive pay gap amongst each scale (Figure 11). With the NJC scale we see a small difference of +£0.29, for P&M we see a +£0.40 gap but then with our Leadership scale we see a big jump to +£6.96. We can attribute this to the top 4 biggest earning positions all being occupied by males. It is also worth recognising that the Leadership scale has the biggest hourly rate range as it spans from £44.02 - £98.49 (a £54.47 difference) whereas the P&M scale covers £16.60 - £42.80 (a £26.20 difference). The NJC scale covers the hourly rates of £10.40 - £27.67 giving it a £17.27 difference.

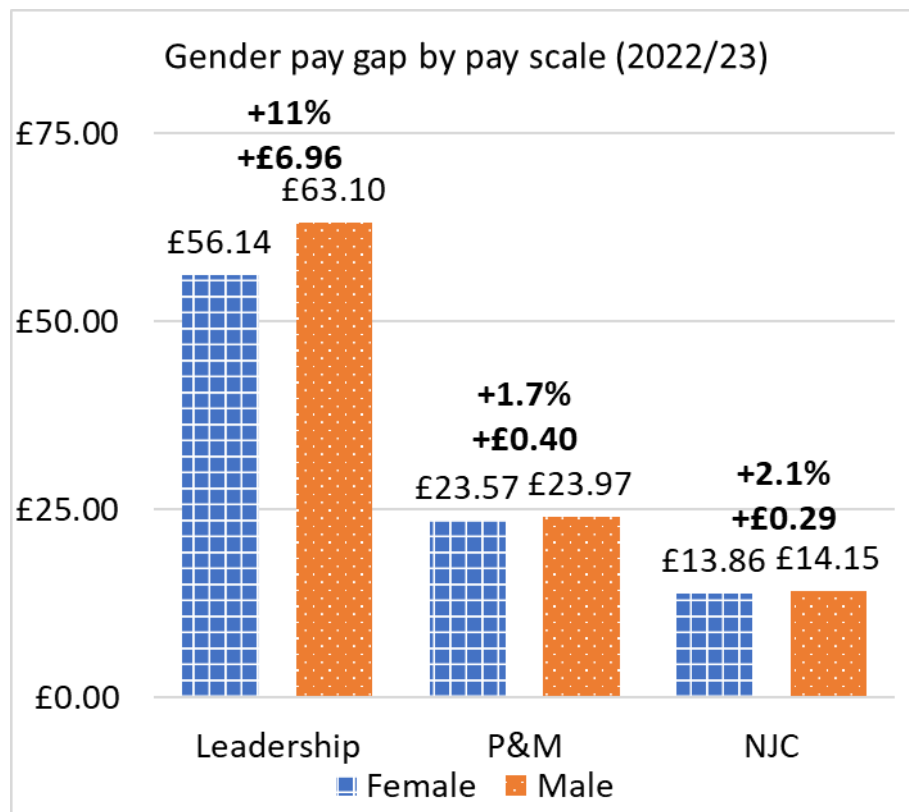


Figure 11: Gender Pay Gap by pay scale 2023

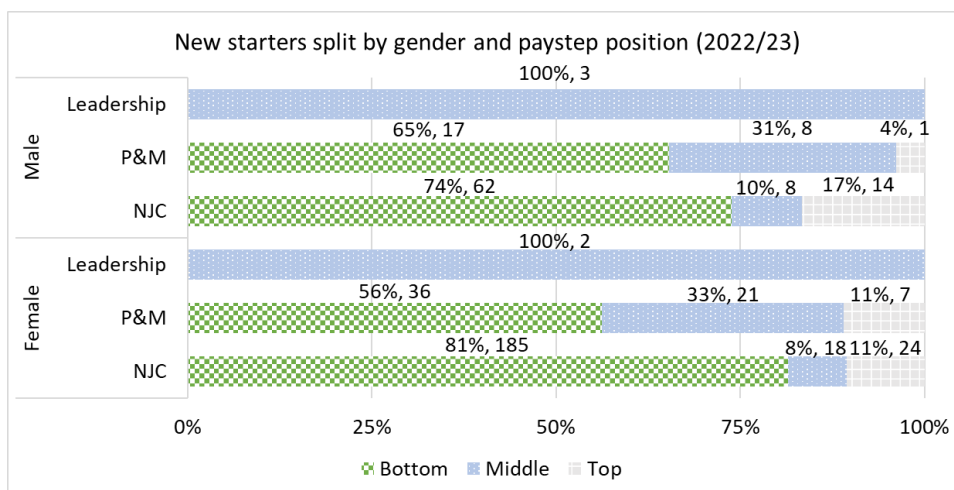
Looking at the bigger picture, in 2023 out of the top 10 highest hourly rates, 7 are male, in 2022 this was 5. Out of the top 20, 12 are male whilst in 2022 this was 9. Out of the top 50, 19 are male in 2023, in 2022 this was 15. Taking this into consideration more work can be done to encourage females into the higher earning positions as well as encouraging more males to enter the council into different types of position which are traditionally 'gendered' e.g. Business Support positions.

If we were to exclude all leadership and off scale paygrades our mean gender pay gap would be 7.65%. This is still a positive gap, and therefore creating a more representative Leadership team would close part but not all our gap.

### c) Starting salaries

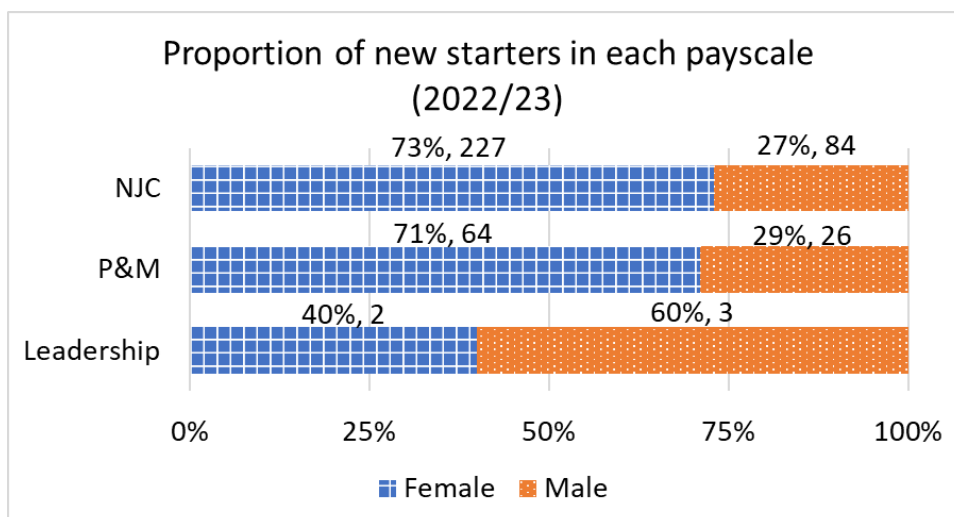
By investigating starting salaries by gender, we have been able to explore whether there is a difference in the negotiation of starting salaries between male and female employees.

In the reporting period of April 2022– March 2023, 406 employees started new jobs compared to 738 last year, this does not include any internal moves. Figure 13 show that there is some difference between the starting point in the grade by gender as well as pay scale. Our data presents that for our NJC pay scale 81% of female new starters started at the bottom of the grade whereas for males this was 74%. When looking at the number of employees there was 185 new female starters in the NJC scale but only 62 males. Looking at our second highest pay scale, P&M, 56% of females started at the bottom of the scale whereas 65% of males started at the bottom of the scale. On the P&M pay scale, females are more likely than males to start at the top (11% compared to 4%) or middle (33% compared to 31%) of the pay scale compared to the NJC where males are more likely than females to start at the top (10% compared to 8%).



**Figure 12 – New Starters pay position by pay scale position**

Our staff turnover for the reporting period is 12.9%, and Figure 13 breaks down how many new starters we saw in this time period and which pay scale they joined.



**Figure 13 – Proportion of new starters in the pay scales**

Figure 13 shows how the new starters for NJC are predominately positions held by females at 73% with only 27% of the new starters being positions held by males, but interestingly when looking at the NJC scale as a whole it is 18% positions held by males. The same can be noted for the P&M scale, as positions held by males make up 29% of the new starters in this pay grade but they only account for 26% of the overall pay scale. This indicates that the gender imbalance may be decreasing and we will keep monitoring this.

Further work has been done to ensure that our pay grades and policies are more transparent, and more will be done to ensure that managers do not consciously or unconsciously bias when agreeing starting salaries through the advice provided by the HR and Recruitment Teams, and recruitment training for managers so that we aim to have a balance in the numbers of males and females starting above the bottom of the grade.

#### d) Appraisal process outcomes

We operate a pay system that is transparent and based on objective criteria, with progression through pay scales determined by performance in role. In 2021 the Council introduced a new appraisal process called 'Our Conversations' whereby incremental progression is dependent on employees receiving a rating of 5 or above. If the employee is rated a 5 or above, they can move up to the next spinal column point, to the ceiling point of the grade. The new scheme allows people to be rewarded based on their demonstration of achievement against our behaviours and values and not just performance against outcomes. The purpose of this was to increase the opportunity for those in lower graded positions and on part-time contracts, who are proportionately more likely to be female, to demonstrate high performance. An employee will need to be in post for 6 months or more (as of 1st April) to be eligible for a pay increment. Where an employee has less than 6 months in role as of 1st of April they will be eligible for consideration for a pay increment the following April.

By analysing and monitoring ratings we can ensure that our pay and reward process reflects our non-biased approach to increments. In 2023 32% of females obtained a rating of 5 or 6 compared to 28.8% in 2022 (Table 6). In the last two years, there has been a 5% increase in

the proportion of females achieving a higher rating. In comparison, of the 962 males in 2023 only 29% were rated a 5 or 6 compared to 29.5% in 2022 which shows a small decrease. This steady rating of males and improved rating of females suggests that introducing ratings based on both behaviour and performance has embedded with the effect that female employees have been able to demonstrate higher ratings overall.

Looking specifically at the 78 employees receiving a non-consolidated payment, 76% are female and 24% male, this has increased for females and decreased for males from last year at 72% and 28% respectively so is closer to being representative of our overall demography.

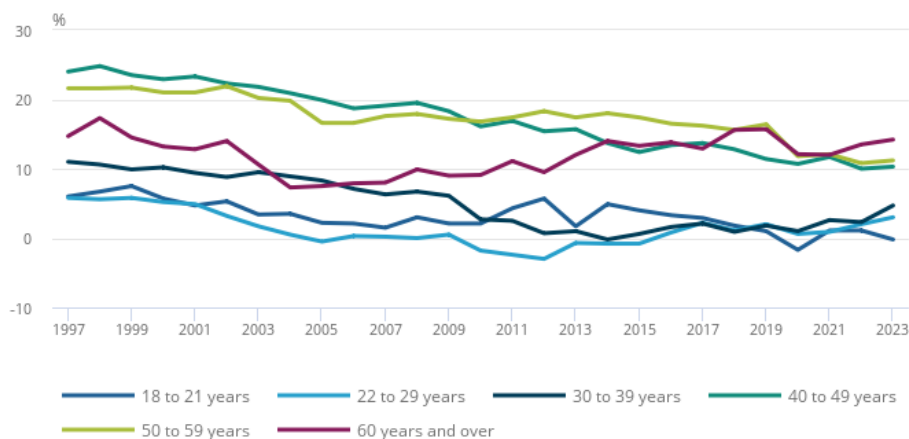
Sex	1,2 & 3 (No.)	1,2 & 3 (%)	4 (No.)	4 (%)	5&6 (No.)	5&6 (%)	Not Eligible (No.)	Not Eligible (%)	Total	Overall Workforce (%)
Female	116	3%	1493	41%	1149	32%	867	24%	3625	79%
Male	52	5%	388	40%	279	29%	243	25%	962	21%
<b>Total</b>	<b>168</b>	<b>4%</b>	<b>1881</b>	<b>41%</b>	<b>1428</b>	<b>31%</b>	<b>1110</b>	<b>24%</b>	<b>4587</b>	<b>100%</b>

**Table 6: Ratings breakdown**

#### e) Intersectionality – Gender and Age pay gap

ONS data highlights the difference in gender pay equality between employees aged 40 years and over and those below 40 years old (Figure 14). The ONS presents the national average median for full time employees of 4.7% for under 40 years old whereas for those 40 and over the average is recognised to be 10.3%.

Figure 2: The gender pay gap for full-time employees aged 40 years and over is much higher than for employees aged below 40 years  
Gender pay gap for full-time median gross hourly earnings (excluding overtime), by age group, UK, April 1997 to 2023



Source: Annual Survey of Hours and Earnings from the Office for National Statistics

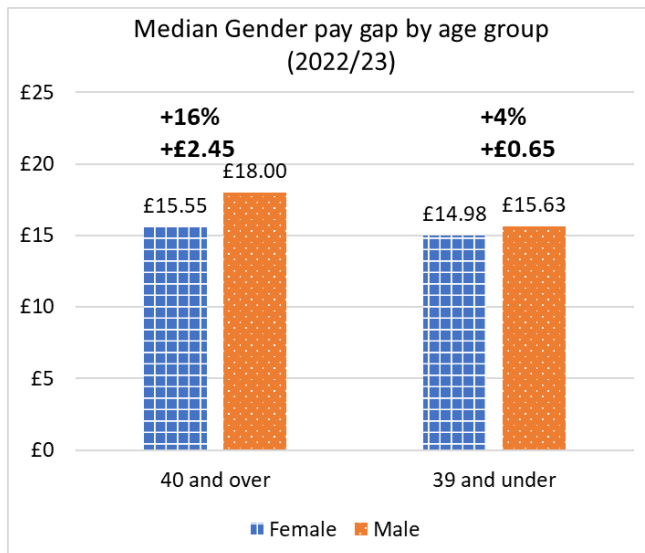
#### Figure 14 ONS: Gender pay gap for full-time median gross hourly earnings by age-group 1997-2023

Our percentages (Figure 15) are both below average in this area with the median gender pay gap for employees aged 39 and below presented at 4% which has increased from 0% in 2022 and above average for employees aged 40 and above, at 16% which has increased from 10.7%



in 2022. The ONS recognised that the gender pay gap has increased across all age groups between 2022 and 2023, with the largest increase being seen among employees aged 30-39 years where the gender pay gap has increased from 2.3% to 4.7%. When looking at Figure 12 this is the highest value of the gender pay gap for this age group since 2009.

In the under 40 age group positions held by males on average earn £0.65 more per hour compared to the over 40 age group were positions held by males earn £2.45 per hour more than positions held by females (Figure 13).



**Figure 15: CCC Median gender pay gap by age group (2022/23)**

#### f) Length of service

Analysing length of service can help to identify the ways in which job satisfaction, progression, performance and retention can play a part in our gender pay gap.

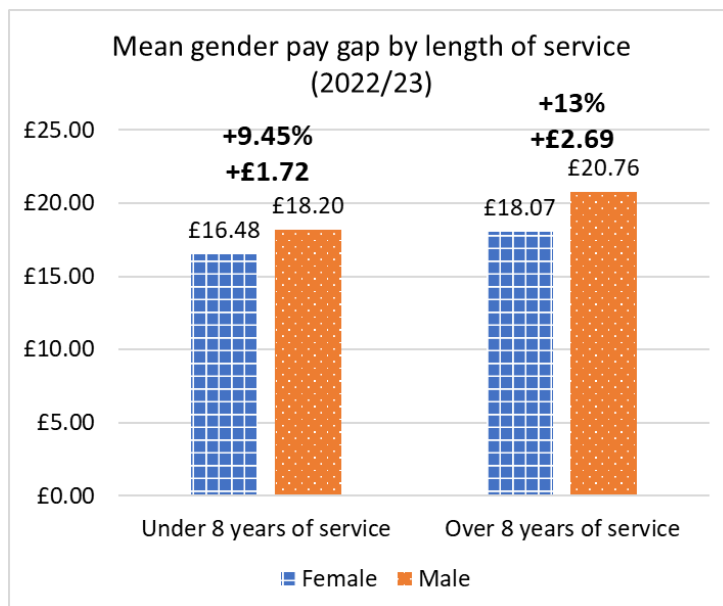
Our analysis shows females overall have a longer average length of service with 8.06 years compared to 7.58 for positions held by males (Table 7). Positions held by females have a longer average length of service on the NJC pay scale (7.71 years compared to 5.71). The P&M pay scale have the highest average length of service (10.65 years) for positions held by males compared to 9.16 for positions held by females). The Leadership pay scale has the largest difference between positions held by females (7.98 years) and positions held by males (3.69 years), this is as a result of the low average length of service for males.

Average Length of Service	Female	Male
<b>Overall</b>	8.06 years	7.58 years
<b>NJC</b>	7.71 years	5.71 years
<b>P&amp;M</b>	9.16 years	10.65 years
<b>Leadership</b>	7.98 years	3.69 years

**Table 7: Length of service for Males and Females within Cambridgeshire County Council**

Figure 16 offers a breakdown of the gender pay gap for employees under and over 8 years' service within the council. Employees under 8 years' service have a pay gap of 9.5% and a

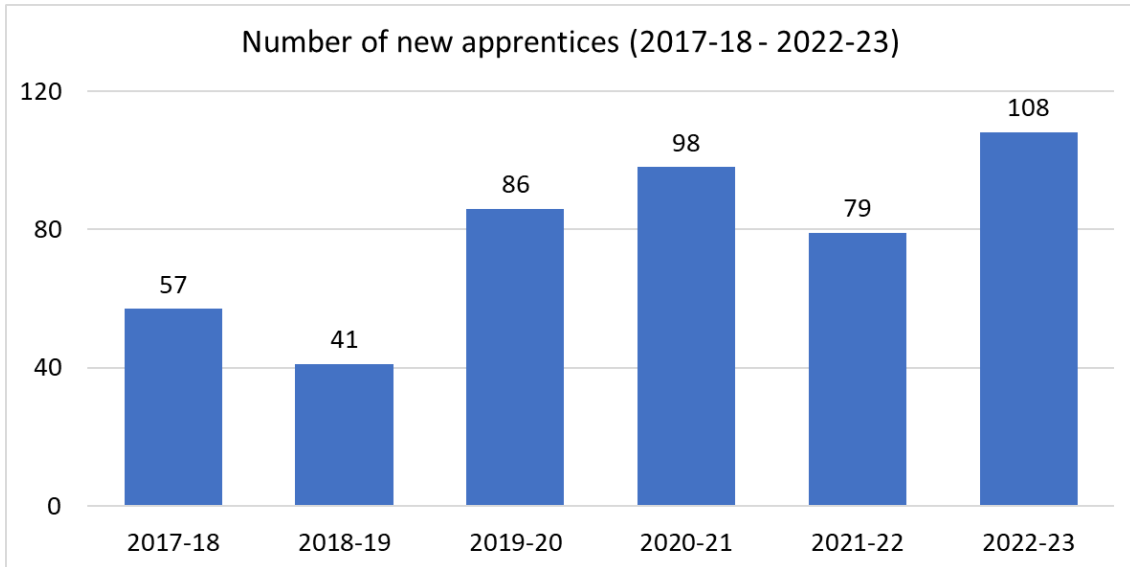
pay difference of +£1.72.



**Figure 16: mean gender pay gap based on length of service**

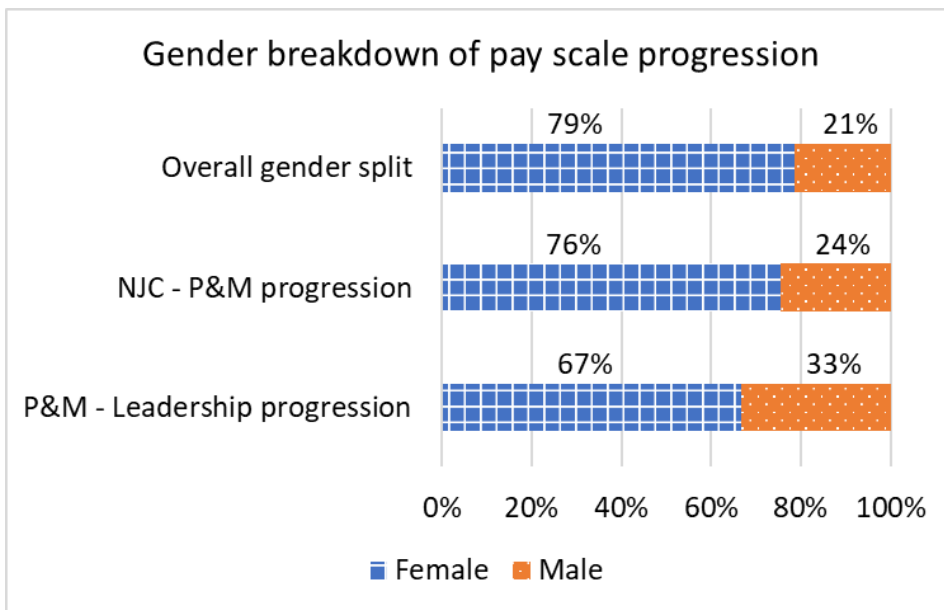
#### g) Apprenticeships

At the snapshot date for our data there were 210 (new and existing) apprentices in a range of positions throughout the council. The positions offered with the apprenticeships range from Taxation professionals and Level 6 social workers to data technicians and civil engineers. Between 2022-23 we had the most apprenticeships since 2017 with 108 new starters (Figure 17). Out of the 210 current apprentices within the Council, 43% are female and occupy positions such as Business administrators, Children and Young People and Families Practitioner and Lead care workers as well as a number of Teaching Assistants and Early Years Educators. The remaining 57% of apprenticeships are male with the positions varying from Project Managers, Chartered Surveyors, Data Analysts and Operations Management. Comparing the positions that both males and females are applying to for the apprenticeships with the range of wages of the careers once qualified taken by females are £23,500 to £40,000 for positions such as Business Assistants and Social Workers, whereas the positions that the males apply for have a higher end wage ranging from £38,000 to £48,000 for Project Manager and Principal Surveyor. This has led us to consider the weight of social conventions – and gendered occupations, why is it that positions such as Business Administrators and Teaching Assistants are female dominated and other positions such as Quantity Surveyors and Highways Management male dominated. This has prompted us to consider what we can do to attract more of each sex into the respective positions e.g. more males into care positions and females into e.g. surveying and this is something we will explore through our action plan.



**Figure 17: number of apprentices in CCC from 2017 – 2023**

h) Career progression



**Figure 18: Gender breakdown of pay scale progression**

There are 3 pay scales for employees – NJC, Professional and Management (P&M) and Leadership. By investigating pay scale progression, we can explore whether there is a difference in progression between male and female employees, and whether the chance of progression contributes to the overall gender pay gap. The total number of people used to calculate the progression analysis differs to the total number included in the gender pay gap calculations. For this analysis, we are analysing people and their career progression, rather than analysing positions. There are a few employees who occupy more than one role; therefore, the position-based cohort used to calculate the gender pay gap is larger than the person-based progression cohort used for this analysis.

There are 3617 people in this cohort - of which 771 are male (21%) and 2846 (79%) are female.

In the reporting period of April 2022 – March 2023, 262 employees progressed from the NJC pay scale. 24% (64) of those who progressed from NJC to the P&M pay scale are male. A 79%/21% split would suggest that males and females have an equal chance of progressing – this is in-line with the overall gender split. Figure 18 shows that proportionally only slightly more men than women have progressed, (24% compared to 21%).

Females accounted for 67% of those who progressed to the Leadership pay scale. Whilst this is still an underrepresentation compared to the overall gender split (79% female), it shows an improvement from the current Leadership gender split (54% female). However, it's important to recognise that the P&M to Leadership progression only reflects 9 people in total.

## Our Ethnicity Pay Gap

Ethnicity pay reporting is voluntary and it allows us to identify and investigate disparities in the average pay between ethnic groups to inform action. Nationally, the ONS<sup>11</sup> found in 2019 that some ethnic minority groups earn less per hour than white British employees on average, while others earn more.

As of 2023, our mean ethnicity pay gap is 5.6% compared to 2022's figure of 3.1% and our median ethnicity pay gap is 5.8% compared to 6.2% in 2022; the calculation of the hourly rate of employees of an ethnic origin other than white, compared against those declaring they are white.

<b>Mean Ethnicity Pay Gap</b> 5.6%	<b>Median Ethnicity Pay Gap</b> 5.8%
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**Figure 19 – the Mean and Median ethnicity figures for Cambridgeshire County Council**

The data in Table 8 demonstrates that those employees of an ethnic origin other than white are earning an average of £0.95 less, per hour, than white employees and have a lower median hourly rate. However, those who have declared their ethnicity as other than white equates to only 5.56% of the council.

It is also worth noting that those who have not answered any ethnicity details, classed as 'Not known', on ERP (our HR recording system) have an average lower hourly rate. Having further information on ethnicity will help to determine the true mean and median ethnicity pay gap. At present, 66% of our workforce have disclosed their ethnicity details, shown in Table 8.

The mean hourly rate for white employees is £18.06, ethnicity other than white is £17.11. Comparing this to national data, in 2022 the ONS cited the national mean hourly pay for those in the white ethnic group as £14.35 per hour compared with those in ethnic minority at £12.95 per hour.

Ethnicity (grouped)	No. of employees (%)	Mean hourly rate	Ethnicity mean pay gap (%)	Median Hourly rate
Ethnicity other than white	218 (5.6%)	£17.11	-2%	£15.30
White	2368 (60.5%)	£18.06	+3%	£16.60
Prefer not to say	57 (1.5%)	£19.28	+10%	£17.53
Unknown	1274 (32.4%)	£16.46	-6%	£14.44

**Table 8– Our ethnicity pay gap data 2023**

Ethnicity pay reporting is much more complex than gender pay reporting as it involves more than two groups; how to best combine different ethnic groups and ensure results are reliable is currently up to individual employers. Due to low disclosure rates of ethnicity for our workforce, we have used the four groupings identified in Table 8 to improve reliability and protect confidentiality, however this does mean that our understanding of the differences between detailed ethnic groups is limited.

**Intersectionality - Gender and ethnicity**

When conducting an intersectional analysis of gender and ethnicity, Figure 20 shows a 3% gender pay gap in the white ethnicity category. In the ethnicity other than white category, female employees have a marginally higher mean hourly pay than male members of staff (a negative pay gap).



**Figure 20 – Gender and ethnicity pay gap**

Within each ethnicity category, the number of employees differ, however the overall split of males and females is comparable with our overall workforce figures of 79% female and 21% male.

We are aware that collecting additional data and promoting employees to update their ethnicity data will increase our reporting capabilities. We will also want to consider pay and career progression in work that we do to understand perceived fairness in the organisation. We are launching an Anti-racism Steering Group in February 2023 who will focus on understanding racial inequities in the workplace, engage with ethnic minority colleagues and identify actions to address any issues identified.

### What we have learnt about the Gender Pay Gap

Since we started reporting our gender pay gap in 2017, we have taken steps to reduce our figures, reviewed our staff data and explored different factors to pinpoint areas of improvement.

One of the steps we have taken is reaching out to other local comparable councils that have a lower pay gap to discuss their workforce profiles and explore the steps they have taken to reduce their pay gaps. Table 9 shows the factors those councils shared that have influenced their the pay gaps at two other similar Councils and and examples of the action those councils have taken.

Organisation	Factors influencing GPG	Action taken
<p><b>County Council A</b></p> <p>2023 - mean gender pay gap of 5% which is projected to drop further this coming publication.</p>	<p><b>Distribution of the workforce:</b></p> <ul style="list-style-type: none"> <li>• Female dominated workforce (76%)</li> <li>• One of the main drivers that has contributed to the lower pay gap is in the inclusion of the fire service as part of their workforce. The fire service at the Council in question is 92% male and is an area of their organisation that contains lower paid and part time positions (mainly due to retained stations), balancing out the part time and lower paid females in other areas of the organisation.</li> <li>• High proportion of females in senior management positions, including their CEO who has progressed internally. Out of the 45 management positions available in their organisation, 62% are held by female employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Rolled out personal support passports to offer help to all employees.</li> <li>• Pushed flexible working further to be included from Day 1.</li> <li>• Introducing a new HR system that allows them to be more accurate with their data reporting.</li> <li>• Made changes to their incremental progression process</li> </ul> <p>Following on from these steps that they have already taken, they plan to develop further actions to further improve the gender pay gap as part of their equality, diversity and inclusion strategy.</p>
<p><b>County Council B</b></p>	<p>Distribution of the workforce:</p> <ul style="list-style-type: none"> <li>• Female dominated workforce, male Chief Executive and 3 out of 4 heads of service are males.</li> </ul>	<ul style="list-style-type: none"> <li>• Removed all non-essential policies and replacing them with guidelines (they found policies are restrictive. They still have the</li> </ul>

<p>2023- mean gender pay gap of 6.4%</p>	<ul style="list-style-type: none"> <li>• The biggest driver that reduced their gender pay gap was the reintroduction of the waste management team into the Council. By bringing waste management back in house rather than putting it out to external contractors they saw a decrease in their pay gap due to a higher % of lower paid men in the lower quartiles which brought their mean and median down by 7%.</li> </ul>	<p>core policies but everything else is guidance).</p> <ul style="list-style-type: none"> <li>• Introduced the EACH Model (Employee Adults Consumers and Humans) to aid with employee wellness – this includes looking at their employees as consumers and considering their individual wants, needs and preferences and creating a conversation process that allows them to adapt their working environment to meet their needs as well as the needs of the organisation.</li> <li>• Formed the We Talk process - this is a process designed to discuss objectives, behaviours, outcomes and corporate outcomes.</li> <li>• Brought recruitment back in-house rather than use external agencies to ensure a non-biased approach.</li> <li>• Both organisations had the same approach to new starter pay – that all new starters should begin at the bottom of the pay scales regardless of experience. Both noted that this is not always the case depending on the application and the role in question, but it is a standard they aim to meet as much as possible.</li> </ul>
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**Table 9 – Information gathered from neighbouring councils**

Whilst working towards a more gender balanced workforce, we will take our learnings from our neighbouring councils and use these to reduce our pay gap and create a more equal working demographic. The main guidance we are taking away from both councils is the importance of correct and unbiased recruitment, accurate and transparent reporting and in depth analysis of workforce demographics. Both councils experienced rather large impacting events such as the reintroduction of waste services and the inclusion of the fire service which have driven their gaps lower, but for us to learn from their successes we have to look into the background and the ways they have impacted their gender pay through actions such as policy changes, recruitment training and awareness as well as increasing work flexibility and reviews of increment and support processes. All of the information we gathered we will be taking under advisement and looking to compare against our own working practices to see if this helps reduce our pay gap.

## Action we have taken

Following on from our analysis of our gender pay gap and all the factors that contribute and affect this we are looking back at the actions we committed to last year as well as planning the next steps that we plan to take in this coming year to form a solid action plan that will reduce our pay gap.

### **Action taken between 2019-2022:**

- Continued to promote the support to all employees with their daily workload, career ambitions, training requests and any concerns through the 'Our Conversations' platform, using this monthly check in to address anything that an employee would like to discuss or receive support with.
- Introduced pay ratings process including both performance and behaviour.
- Launched Menopause Awareness workshops, along with supporting resources. All colleagues are encouraged to attend.
- Maintained a strong commitment to a modern way of working which allows flexibility with working locations and hours. Adopting a flexible approach to working practices has allowed us to work in the heart of the communities we serve. The policies we have adopted around flexible working allow everyone to effectively blend their work and life commitments and find a suitable balance. As a council we recognise that we work better if we can have flexibility in our working arrangements.
- Collaborated with our employee-led staff EDI Network (IDEAL) and associated peer support groups to support colleagues.
- The Agile Working Policy was launched at the end of 2019. This policy was subsequently reviewed to consider COVID-19 related learnings, and rebranded and relaunched as 'Our Ways of Working' in January 2021. Following this, training was developed and delivered to over 300 managers across the Council.

### **Action taken since March 2022:**

- Produced and published clearer analysis of our employee performance ratings, including breakdowns by gender and ethnicity in line with our pay gap publications.
- Published 'Our Approach to Pay and Reward' document, which explains our approach and terminology to make clearer to colleagues and managers how our pay scales and approach work.
- Set up a pay information page on CamWeb to provide one place for colleagues to find out information about pay, including updates on national negotiations.
- Ensured all of our pay scales are published externally to be clearer for candidates and set expectations about starting salaries.
- Created and implemented a new recruitment system that streamlines the application process for candidates both internal and external and allows greater reporting capabilities for demographics including legal sex and ethnicity.



- Continued to advertise positions on a range of diverse boards as well as LinkedIn to expand the reach of our adverts.
- Created and implemented exit interviews and questionnaires to gain a better understanding and feedback from our leavers.
- Developed a new recruitment policy in collaboration with the IDEAL Network with the aim of ensuring that any unconscious bias is challenged at any potential point in the process.
- Commissioned a Women of Colour in Leadership programme.
- Introduced a Compassionate and Inclusive Leadership Programme for all members of the Extended Leadership Team.
- Introduced the Four Pillars of Inclusion – a training session that explores four building blocks to inclusivity in life and work: Principles, Perspectives, People and Power. 69 Colleagues have attended this session since it was launched in May 2023. This is a course that offers both virtual and face to face sessions.
- Offering coaching which includes 3 x 1 hour sessions for colleagues who wish to work 1:1 with a professional coach. We have seen the interest grow and have supported numerous colleagues with coaching qualifications. Some of our colleagues choose coaching support because they wish to explore their career progression.
- Introduced a new course Coaching Skills for Managers to enable managers to use coaching style in their communication with their teams.

### **Action taken since March 2023**

- Introduced a suite of EDI eLearning which is essential for all employees to complete.
- Published a new EDI Strategy 2023-2027 which includes 12 equality objectives and aligns closely with our pay gap work. An action plan aligned to the objectives is being developed (see proposed actions below).
- Additional flexibility has also been offered through our employment policies in the form of 'flexible from first' – removing the 6-month service requirement from flexible working requests. Results of our 2023 employee survey show us that people feel well supported to balance their work and home lives.
- We have updated our Carers Policy to provide more guidance and support to employees with caring responsibilities and for managers managing these employees.
- Updated our approach to 9-day fortnight working arrangements (this is where employees choose to work their hours on a compressed basis over 9 working days rather than 10 in any fortnight). We now treat this as a contractual change in order to give employees reassurance that this arrangement will apply on a permanent basis.
- Continued to encourage employees to review and update their diversity data in ERP, creating a dedicated webpage which includes information about why this information is important, how to update the data and how it is used and stored.
- Piloted a mutual mentoring programme to improve appreciation of the experiences of individuals and the impact of protected characteristics, including gender and ethnicity, on their career.

- Undertaken further analysis when the 2023 Gender Pay Gap is calculated whether there is a difference in pay gaps between full and part-time men and women, as well as further analysis on the intersectionality of age and pay gap, focusing on potential drivers such as length of service and the nature of roles males occupy, under and over the age of 40.
- Engaged with relevant other councils to understand their good practice and progress in achieving lower pay gaps.

## Where next?

We are committed to continuing to make meaningful change, exploring how we can diversify our workforce, promote, and encourage flexible working and publish clear and transparent progression routes, particularly for underrepresented groups. Actions included in our EDI and People Strategy action plans include:

### **Attracting you:**

- Ensure an unbiased approach to starting salaries and ensuring that the advice provided by the HR and Recruitment Teams, and recruitment training for managers is clear.
- Explore ways to break the unconscious bias and encourage/ attract more of each sex into positions where the balance is heavily weighted to one or other.
- Following on from our staff survey we will highlight the positive perception of our approach to flexible working to showcase Cambridgeshire that will support them to balance their work and life.
- Review the existing recruitment training and provide updates related to inclusion (EDI strategy action plan), including highlighting current disparities in appointments above the bottom of the grade to raise manager awareness.
- Develop a Recruitment eLearning package and ensure EDI is woven throughout (EDI strategy action plan)

### **Supporting you:**

- Review the outcomes of the 2023 employee engagement survey, using any relevant demographic themes to inform activity supporting the reduction of our gender and ethnicity pay gaps, particularly perceptions of fairness in opportunities to progress.
- Continue to raise awareness of the importance of disclosing diversity data for employees and be clear why this information is required. Use the ERP off network project to drive this.
- Use insights from the newly launched Anti-Racism Steering Group to better understand racial inequities in the workplace, engage with ethnic minority colleagues and identify actions to address any issues identified.

### **Appreciating you:**

- Identify further steps in recognising/celebrating success - we have launched the Spotlight Awards to provide an opportunity for teams to vote to shine a spotlight on people in our organisation that truly embody our vision and values.
- Continue to retain a performance pay process that recognises both behaviour and performance

#### **Developing you:**

- Offer 10 places on an ILM level 5 certificate in coaching and mentoring to expand our pool of professional coaches and increase the number of coaching sessions available to colleagues.
- Evaluate the mutual mentoring pilot scheme and roll out a corporate scheme. (EDI strategy action plan).
- Review the women of colour in leadership pilot feedback and launch another cohort of the programme (EDI strategy action plan).
- Publicise current career development offers including targeting underrepresented staff groups – monitor uptake of existing career development offers by protected characteristic (EDI strategy action plan).
- Continue to monitor the diversity of our apprenticeships, showcasing diverse profiles of completed apprenticeships (EDI strategy action plan).
- Develop the professional knowledge and skills of our line managers to support our People Strategy, including their skills and confidence in having meaningful development conversations to support career progression, and providing constructive feedback to aid performance and behaviour improvement.
- Understand, using focus groups, what we are already doing well to have supported female colleagues to transition to Leadership positions and how we can apply that learning to continue to develop our future leadership cohort in a way that is reflective of the organisation
- Increasing visibility of senior leaders as part of our People Strategy action plan could provide an opportunity for leaders to share their insights into what helped them to reach their position.