



Gender pay gap

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Introduction

The Government requires all employers across both the public and private sectors with 250 or more employees to publish their gender pay gap information. The Government's ambition is to 'eliminate the gender pay gap within a generation'. Public sector employers are required to publish their information by 30 March 2019, and annually thereafter using a snapshot of the previous March data.

The regulations require the Council to publish six different calculations which show the difference in average earnings (mean and median) for both pay and 'bonus' pay between females and males. This information is presented in four pay quartiles each representing a different pay range from the lower pay quartile up to the upper pay quartile.

This report details the Council's Gender Pay Gap figures for the snapshot date of 31 March 2018.

A Gender Pay Gap and Equal Pay are often confused and are not the same. Issues of equal pay arise where men and women are paid differently for doing the same work or work of equal value. Cumbria County Council pay men and women the same for doing the same work or work of equal value.

The gender pay gap shows the differences in average pay between men and women and reflects the variety of roles undertaken across the whole council.

Therefore, some of the causes of a gender pay gap are often outside the control of any one employer.

Nationally there is a median gender pay gap of 17.9%. Cumbria County Council has a mean average pay gap of 13.07% and a median average gender pay gap of 25.52%.

Whilst the data shows that the Council has a gender pay gap, the Council works hard to ensure that it is fully inclusive and provides a range of flexible working and development options to promote diversity, inclusivity and equality of opportunity.

Key messages from the March 2018 data

- Cumbria County Council is committed to workforce equality and diversity. Males and females who do the same or equivalent roles are paid the same.
- The Council employs a higher proportion of women (71%) than men (29%) and there are more women than men in all four pay quartiles.
- Of the County Council's top five salaries in March 2018, three roles were held by females, one of which is the Chief Executive.
- The Council pays the Living Wage Foundation UK Living Wage rate (currently £9 per hour) as its minimum wage, and this is higher than many equivalent jobs in the private sector.
- Despite these facts, there is still a slightly wider median gender pay gap at the County Council than the national median comparator.
- Unlike many other councils, Cumbria has a high number of employees in social care roles which are more likely to be in the bottom pay quartiles and are roles predominantly held by female staff.
- A plan is in place to support positive action and to help drive improvements by investing in employee development programmes and supporting the workforce to grow their skills, abilities and confidence. Family friendly flexible working options and employment benefits are also provided such as enhanced annual leave, training, and career progression opportunities.

Whilst a number of initiatives are in place, the Council is not complacent and regularly evaluates progress with the gender pay gap being just one aspect of a wider workforce equality commitment. The Workforce Plan 2018-2022 agreed by Cabinet clearly sets out that we will do all we can to ensure workplace equality. We remain committed to putting measures in place to remove all barriers, build confidence and empower all staff to help develop their skills to ensure a fulfilling and rewarding career.

Why is there a pay gap?

Analysis of the March 2018 data shows that women have greater representation in the lower pay quartiles than men and there are disproportionately more men than women in the upper pay quartiles. This accounts for the larger median pay gap. The midpoint for men lies in the Upper Mid Quartile whereas the mid-point for women lies in the Lower Mid Quartile.

What does the data analysis tell us?

We can also see that:

- Females are a majority in every quartile.
- There is no gender pay gap in the Lower Quartile.
- There is a minimal gender pay gap in the Upper Mid Quartile where the numbers of men and women are more evenly balanced.
- The gender pay gap is largest in the Upper Quartile in roles below the most senior posts.

Therefore, one of the causes of the gender pay gap within the Council is related to the spread of men across the workforce compared to women, so to improve the gender pay gap, the Council must aim to address this imbalance.

The prevalence of women in part-time roles (which tend to be lower paid) is also a factor. This does not mean women are paid less equally, but indicates there are less part-time working in higher paid roles which may be seen as a barrier to promotion. A further approach to reducing the pay gap is to continue to encourage more men to choose a career in the care sector which has traditionally been a more female populated workforce.

The six gender pay gap figures explained

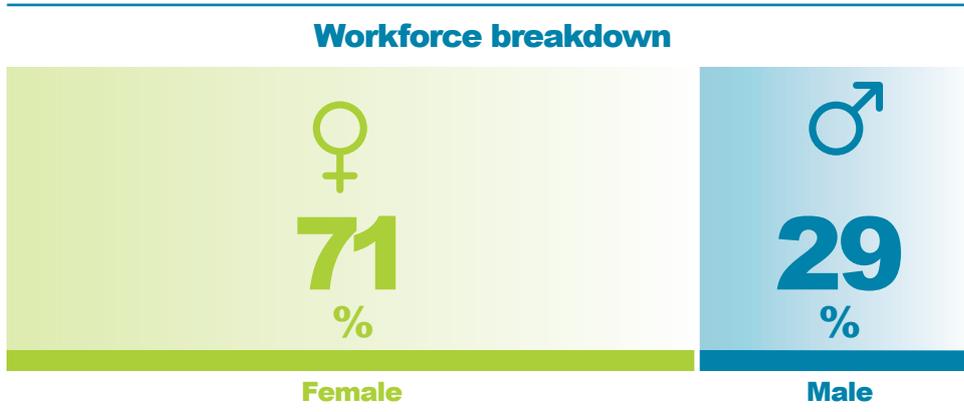
The calculations and reasons for gender pay gaps are complex but as explained previously, are not an indication of unfair or unequal pay.

The regulations are specific about what pay data should and should not be included and which employees should be counted.

The majority of the Council's workforce are employed under the same terms, conditions and pay and grading structure. There are however various pay elements within this framework which reflect the different types of jobs undertaken and different ways of working, such as sessional payments for night and Sunday working.

There are also some smaller groups of employees who are employed under different terms such as firefighters and teachers.

During the snapshot period of March 2018, the Council had just over 6000 employees excluding school based staff.



The Council has open and transparent pay rates and uses job evaluation schemes and national rates of pay irrespective of who undertakes the work.

The Government acknowledges that actions taken to reduce the gender pay gap may take a number of years and it cannot be assumed that the gap will change significantly year on year.

National Context

When the first gender pay gap figures were reported in 2018 (based on March 2017 data), 77% of employers nationally reported a pay gap in favour of men. Some of the nationally reported causes of the gender pay gap included:

- **Occupational and industrial segregation** - jobs mostly done by men and jobs mostly done by women. The Government Equalities Office identifies that female dominated jobs tend to be perceived as lower skilled and therefore lower paid. For example, women nationally are more likely to work in health, care and retail sectors. Jobs in science, engineering, ICT and finance tend to be more male dominated and higher paid.
- **Seniority** - the ‘glass ceiling’ where the trend demonstrates that women are less likely to progress to the most senior positions for a variety of reasons.
- **Career breaks** - taking time out for looking after children, or caring responsibilities is reportedly more likely to affect women and can impact on career progression.
- **Part time working** - tends to be more accessible in lower paid jobs.
- **Historic skills gap** - historically females are less likely to undertake STEM (Science, Technology, Engineering and Maths) subjects at school.
- **Work cultures and industries** - can make it harder for women to progress or return to work after a career break, resulting in a loss or lack of training and development opportunities. Limited or non-existent career break schemes and work-life balance policies can affect women’s progression and various reports acknowledge that some women lack confidence in their abilities after a break.

Cumbria County Council – figures and analysis at 31 March 2018

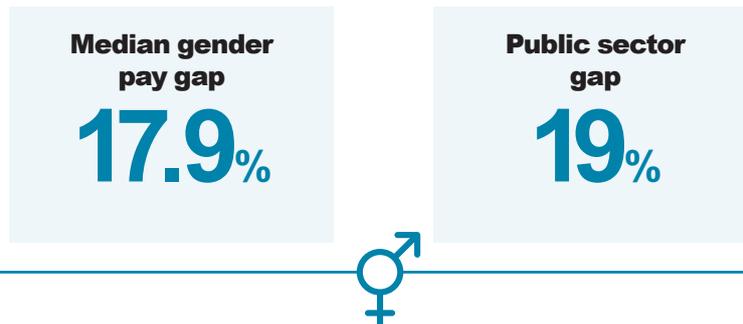
Not all national causes relate to individual employers and so it is important to look into the County Council figures in more detail.

Firstly, the Council must identify those in scope and then apply the gender pay gap calculations according to the Government regulations and guidance. Only those employees on full pay are included and it is only 'ordinary' pay that is counted. Employees on reduced pay (e.g. half pay for long term sickness) are excluded, as are some overtime and redundancy payments.

The Council's six gender pay gap figures are based on the snapshot pay period of March 2018 and are shown as female to male pay where:

- A positive percentage figure indicates that typically or overall, female employees have lower pay than male employees.
- A negative percentage figure indicates typically or overall, male employees have lower pay than female employees.

Nationally, there is a:



The Cumbria County Council figures at March 2018 were:

Mean (average) pay gap is

13.07%

(This is an improvement on previous year's figure of 13.5%)

Average pay across the whole of the Council is less for women compared to men.

This involves adding up all the relevant pay and dividing the result by the number of jobs people occupy to determine an hourly rate for both male and females.

Median (Mid-Point) Pay Gap is

25.52%

(This is slightly worse than previous year's figure of 25.12%)

Female mid-point pay of £10.18 per hour across the whole of the Council is less than male mid-point pay of £13.67 per hour.

This involves ordering the pay of all the males and females separately, with the median pay point being in the middle.



'Bonus' Mean (average) pay gap is

-334.99%

(A further increase on previous year's figure of -260.04%)



Women were paid more than men

It is important to note that the Council does not have bonus schemes however in accordance with the gender pay gap regulations this 'bonus' measure must include payments such as recruitment payments for hard to fill jobs like social workers, continuous professional development payments made to firefighters, and honoraria or additional responsibility payments for those working above their job grade.

The mean average bonus involves adding up the 'bonus' paid to males and females in the preceding 12 months, and then dividing the relevant totals by the number of males and females who received additional pay.

In the Council's case, a small number of females received a higher amount of pay, classed as 'bonus' and this distorts these figures.

Bonus Median (Mid-Point) Pay Gap is

-229.77%

(A further increase on previous year's figure of -126.39%)



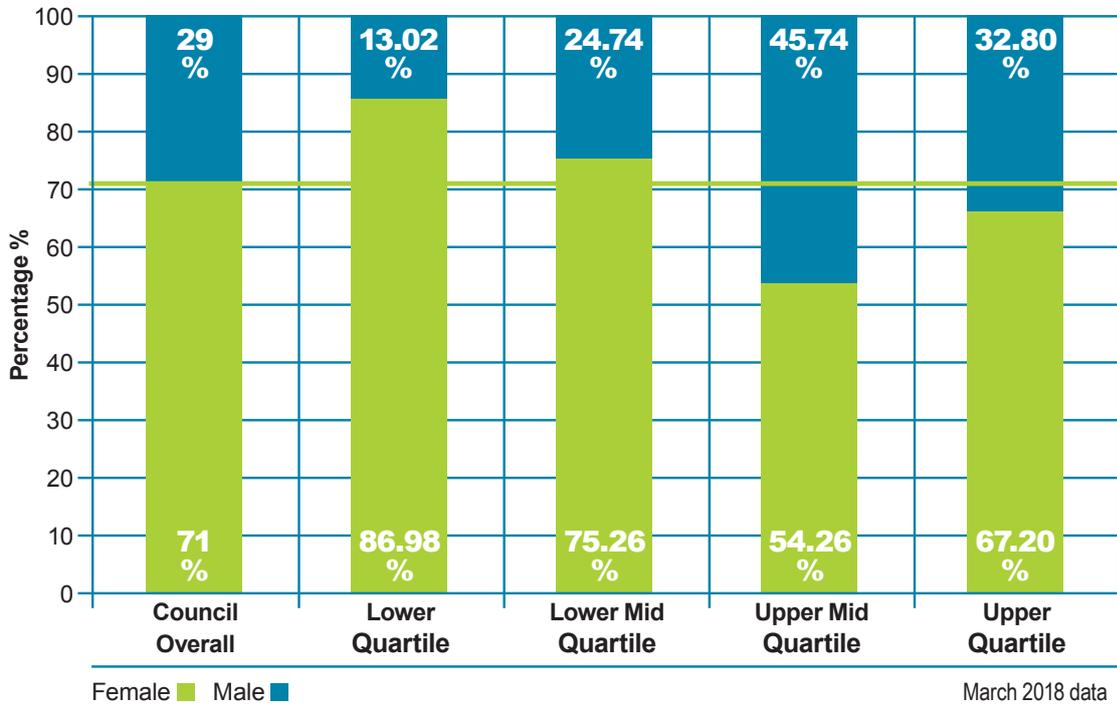
Women were paid more than men

The proportion of females receiving 'bonus' is 0.79% and is equal to the previous year's figures. The proportion of males receiving 'bonus' is 10.18% (lower than the 11.75% reported in previous year).

'Bonus' figures are based on actual amounts and not full time equivalents, so this means there is no link between 'bonuses' and hours worked. These figures are therefore of limited value in looking between the genders.

Proportion of males and females in each pay quartile across the Council workforce

Noting that 71% of the overall Council workforce are female and 29% are men, gender distribution across each pay quartile is:



Quartile Gender Split					
	Overall	Lower Quartile	Lower Mid Quartile	Upper Mid Quartile	Upper Quartile
Female	71%	86.98%	75.26%	54.26%	67.20%
Male	29%	13.02%	24.74%	45.74%	32.80%

This next table shows the Mean and Median pay gaps across each quartile:

	Overall	Lower Quartile	Lower Mid Quartile	Upper Mid Quartile	Upper Quartile
Overall Mean Gap	13.07%	-18.06%	5.44%	1.03%	7.12%
Overall Median Gap	25.52%	-1.64%	6.09%	0.00%	7.11%

The following tables show the actual employee numbers across the quartiles for males and females and the percentages for full time and part time working:

Employees in Quartile				
	Lower Quartile	Lower Mid Quartile	Upper Mid Quartile	Upper Quartile
Female	1316	1138	821	1016
Male	197	374	692	496
Total	1513	1512	1513	1512

% Full Time v Part Time Employees in Quartile				
	Lower Quartile	Lower Mid Quartile	Upper Mid Quartile	Upper Quartile
Full Time	13%	30%	52%	75%
Part Time	87%	70%	48%	25%
Total	100%	100%	100%	100%



The following table is an example of the type of jobs and pay range for each quartile and shows the full time and part time split to ascertain if this is also a factor in the gender pay gap understanding:

Quartile / FTE Salary thresholds	Example Jobs	% Full Time Male within the Quartile	% Part Time Male within the Quartile	% Full Time Female within the Quartile	% Part Time Female within the Quartile
Lower Quartile (Up to £9.36 per hour)	Apprentices, Cleaners, some Administration / Business Support roles, Domestic and Catering staff, Library Assistants, Care Support Workers.	6%	7%	7%	80%
Lower Mid Quartile (Up to £12.16 per hour)	Some Admin / Business support roles, Reablement Support workers, Trainee Firefighter roles, Night Support & Community Support Workers, Teaching Assistants, Senior and Higher Level Teaching Assistants, Highways Operatives, Civil Enforcement Officers.	15%	10%	15%	60%
Upper Mid Quartile (Up to £15.47 per hour)	Admin / Business Support Team leaders, Archivists, some Firefighters, Community Learning and Skills Tutors, Family Workers, Senior Support Officers, Social Workers, Reablement and Review Officers, Highways Team Leaders and Managers.	25%	20%	27%	28%
Upper Quartile (£15.47 per hour and over)	Some Social Workers, Advanced Social Work Practitioners, Senior Fire Officers, Operations Managers, Business Managers, Finance Managers, Solicitors, People Management Advisors and Managers, Programme and Project Managers, Residential Managers, Senior Managers, Assistant Directors, Executive Directors, Chief Executive.	29%	4%	46%	21%

The Council's commitment to women and to the whole workforce

Of the Council's 17 most senior positions (Chief Executive, Executive Directors, Chief Fire Officer and Assistant Directors) during this snapshot period, eight were female and nine were male. Of the five most senior positions, three were female (including the Chief Executive) and two were male. The upper pay quartile is 67% female and this suggests that there is no glass ceiling within the Council for women with visible female leadership evident.

As an employer, the Council has a strong focus on equality and is committed to family friendly policies to support a positive work life balance. The wide range of policies and procedures includes:

Family Friendly and Flexible Working

The Council's Flexible Working Policies and Procedures recognise that not all services can work flexibly but there are a number of options for everyone to consider including:

- Part time
- Compressed hours
- Job share
- Annualised hours
- Flexitime
- Term time working
- Career breaks
- Additional Annual Leave Purchase (82% of those purchasing additional leave were women)
- Working at different locations
- Maternity, Adoption, Paternity, Shared Parental Leave
- Carers at Work guidance for staff and managers
- 'Stuck not Sick' Procedure

In practice, different options will apply to different groups of staff depending on their job and the services they work in, but there will be no unnecessary barriers for employees.

All managers have a responsibility to help their staff maintain an effective work life balance and promote flexible working where possible.

Training and Career Progression

The Council provides a range of learning and development opportunities to support progression at all levels such as:

- Apprenticeships for new and existing staff
- Professional qualification courses
- E-Learning
- Career Grades
- Career enhancing roles – including secondments and project work

Fair recruitment methods

The Council seeks to employ the best person for the job on every occasion with all jobs advertised. Whilst some jobs are only open to internal candidates, selection processes involve published criteria and structured skill based assessments. The regular training to recruiting managers involves:

- Ensuring jobs don't have over inflated qualification and experience requirements;
- Identifying the risks of unconscious bias and measures to remove these.

The Council is continually developing new methods of advertising and recruiting to reach a wider pool of skilled and talented candidates and to promote the benefits the Council has to offer. This also includes positive action to target underrepresented groups such as encouraging women to choose firefighting as a career and male staff to work in the care sector.

Transparent pay and reward

All jobs are advertised with pay details with the majority of staff employed under 'Green Book' terms and conditions. Pay and grading is determined through a job family approach that assesses the level of knowledge and skills required for each role.

This grading scheme also takes account of the working conditions of the role so that the whole job requirements are considered. Both the grading 'toolkit' and the job grade outcomes are published and readily available.

The Council pays the Living Wage Foundation UK Living Wage to its lowest paid workers with the most senior managers pay being published in the Council's Annual Pay Policy Statement to Full Council to ensure transparency.



2019 Action Plan

The Council strives to be a more diverse and inclusive employer. This includes commitment and responsibility at the most senior level to drive actions to reduce any gender pay gap.

The Council already has strategies, policies and procedures in place which are not only aimed at removing barriers for women and others with protected characteristics, but also designed so that all employees can succeed.

More is however needed and the Action Plan included in the report summarises the way in which the Council will take further positive action to develop people, providing opportunities for all employees to grow their skills and progress by empowering them to be the very best they can be and ensure the Council delivers high quality services to the people of Cumbria.

Action	Aim
Analysis	
Analyse gender pay gap figures in more detail.	Develop targeted approaches to encourage a more balanced gender representation at all levels.
Support academic research	Take part in academic research into gender equality issues in certain professions for example in care roles and the Fire and Rescue Service.
Recruitment	
Monitor recruitment statistics.	Improve monitoring of the recruitment and promotion data to identify the accessibility of the Council's campaigns and allowing adaptations where any issues relating to gender or other potentially disadvantaged groups, such as those with disabilities, are identified.
Further develop new recruitment practices.	<p>Utilise a variety of marketing techniques, including social media and poster campaigns for jobs to promote opportunities to a wider pool of candidates.</p> <p>Explore the inclusivity of our recruitment practices. For example the accessibility of application forms, approach to references for those who have had employment gaps such as career breaks.</p> <p>Develop assessment techniques more suited to the nature of the job, given not everyone performs their best at interview but may do the job very well. For example, the Council has developed the Academy Assessment approach for Entry-Level Social Work and Occupational Therapists posts and is developing this into Highways and Cumbria Care. This approach looks at the person holistically and the contribution they can offer.</p>
Challenge stereotypes.	Develop inclusive recruitment campaigns, which challenge gender norms within industries. For example encouraging men to consider a career in the care sector or women to join the fire service.

Action	Aim
Improve advertising by promoting the Council's family friendly culture and working practices.	The Council jobs website and associated social media pages will have a rolling programme of themed promotions, which will highlight the family friendly policies and procedures in place and demonstrate the Council's commitment to employee work-life balance. For example, there will be a 'spotlight' on topics such as flexible working, maternity leave and pay, purchasing extra annual leave, agile working options, and home working. It will also include links to national campaigns such as 'inspirational women'.
Communicate that consideration will be given to greater flexible working for all jobs.	More inclusive advert wording will include reference to the Council flexible working commitments.
Learning and Development	
Continue to review the Council's Apprenticeship Marketing and Communication plan.	Encourage greater take up of apprenticeships, particularly at the lower levels, to support female progression.
Develop a Returners Programme.	To provide targeted work experience and support for returners to work, especially in hard to fill roles or where recent work practice is essential e.g. social work.
Review training and development.	Update the recruitment, appointment and induction training courses for managers to cover unconscious bias and enable managers to consider more flexible working into job design.
Engagement	
Develop focus groups for feedback and engagement to help identify barriers or perceived barriers	Continue the Council's Let's Talk sessions and develop focus groups for women, people with disabilities, LGBT and BAME groups. Ask questions such as 'What are the barriers to progression?', 'do you know about flexible working options?', 'do you feel supported to take up flexible working?'
Review the appraisal process to encourage and support female progression.	Developing a new strength based approach to performance development, which supports employees to identify their natural talents, build confidence and empower them to develop their skills. This will include a range of tools and conversation starters to support discussions relating to progression and career aspirations.
Improve the exit interview process to collate and analyse data trends.	Introducing an improved exit interview process, which includes an online tool for completion. This should enable improved analysis of who leaves the Council and why.
Organisational Design	
Improve job design and structures	Encourage managers to consider and design jobs that will support flexible working practices at all levels.

Action	Aim
Regularly review additional payments such as honoraria and additional responsibility payments.	This will continue to ensure that all additional payments are evidence based, fair, justified and transparent.

It is proposed that these actions will be reviewed and developed over time and may change depending on impact, evidence and feedback from a wide range of stakeholders.

Further Developments

The Government is now consulting on whether or not it should introduce Ethnicity Pay Reporting. The Council has already started this process by publishing these figures in last year's Workforce Equality Impact Assessment.

Whilst the action plan included in this report focuses on gender, many of the actions are designed to support wider groups who may be disadvantaged.

In conclusion, the Council will also continue to regularly monitor, review and develop practices which provide equality of opportunity for all and ensure the Council uses the best talent and skills available for a diverse and inclusive workforce to the benefit of the communities it serves, its employees and its partners, regardless of gender.

The Council's website equality pages are available at cumbria.gov.uk/equalities

Katherine Fairclough
Chief Executive
 March 2019

