

## Appendix 12

# Cambridgeshire Community Services NHS Trust Gender Pay Gap Report 2019

## 1. Background

- 1.1 In March 2017, the Gender Pay Gap Reporting Regulations came into force requiring all organisations employing 250 or more staff to report annually on their gender pay gap.

The formula for calculating the gap is set out centrally and reports must include the following data for the 12 months up to 31 March in the preceding year:

- mean and median gender pay gaps;
- mean and median gender bonus gaps;
- proportion of male and female staff receiving bonuses;
- proportion of male and female staff in each pay quartile.

## 1.2 2019 Reporting Criteria and Definitions

The reporting period is 1 April 2018 to 31 March 2019 during which CCS employed 2538 staff, and the report includes all those in post at 31 March 2019.

The report is based on rates of pay as at 31 March 2019 and bonuses paid between 1 April 2018 and 31 March 2019. Within CCS, the only bonuses paid are the Clinical Excellence Awards (CEAs) for Medical Consultants.

A gender pay gap is defined as the difference between the mean or median hourly rate of pay male and female colleagues receive.

The mean pay gap is the difference between average hourly earnings of male and female staff (the hourly gap divided by the average for men).

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of male and female staff, taking all salaries in the sample, lining them in order from lowest to highest, and picking the middle salary.

## 1.3 Gender Pay Gap v Equal Pay

The gender pay gap is defined as the difference in the average pay between all male and all female staff we employ.

Equal pay is the legal right for all staff who carry out the same or similar job or who undertake different work but of an equal value, to be paid the same irrespective of their gender.

## 2. Gender Pay Gap Report 2019

- 2.1 The 2019 Gender Pay Gap report:

- sets out our 2019 Gender Pay gap data;
- provides analysis of and an explanation for the gender pay gap;

- provides a comparison to our 2018 pay gap; and
- sets out the actions CCS is taking to close its gender pay gap.

The following Gender pay data is taken as the snapshot date of 31 March 2019, compared to 31 March 2018 and 31 March 2017:

		2017	2018	2019
1.	The mean gender pay gap for CCS	30.04%	32.32%	27.07%
2.	The median gender pay gap for CCS	23.90%	26.42%	19.68%
3.	The mean gender bonus gap for CCS	2.23%	28.87%	26.06%
4.	The median gender bonus gap for CCS	-33.23%	20.00%	0.00%

## 2.2 Pay Quartiles by Gender

Quartile	Female Headcount	Male Headcount	Female %	Male %	Description
1 <i>(lowest paid)</i>	583	40	93.58	6.42	Includes all staff whose standard hourly rate places them at or below the lower quartile
2	601	22	96.47	3.53	Includes all staff whose standard hourly rate places them above the lower quartile but at or below the median
3	600	28	95.54	4.46	Includes all staff whose standard hourly rate places them above the median but at or below the upper quartile
4 <i>(highest paid)</i>	539	94	85.51	14.85	Includes all staff whose standard hourly rate places them above the upper quartile

## 3. **Explaining the CCS Gender Pay Gap Report**

### 3.1 Equal pay

As noted earlier in this report, gender pay is different to equal pay.

CCS is committed to providing equal opportunities and ensuring the equal treatment for all staff, irrespective of their background including, but not only, gender, race, religion or belief, age, marriage or civil partnership status, pregnancy/maternity, sexual orientation, gender reassignment or disability. Df

Our adherence to national pay and terms and conditions of employment for all staff, which includes job evaluation schemes, ensures we pay all staff equally for the same or equivalent work, regardless of gender or any characteristics including those set out above.

### 3.2 The CCS Gender Pay Gap

The gender pay gap exists because of the number of male and female staff working in roles and the salaries for these roles.

The table below shows this. The pay bands referred to are:

- Medical and Dental roles, categorised as 'Non Consultant Medical' and 'Consultant';
- All other staff on Agenda For Change (AfC) pay bands which range from band 2 to band 9.

The last column reflects the gender pay gap position 2019, based on the staff in the respective pay categories.

A negative figure reflects a pay gap in favour of female staff and a positive a pay gap in favour of male staff.

Pay Band	Female Headcount	%	Male Headcount	%	Total Headcount	Gender Pay Gap by Pay Band 2018*	Gender Pay Gap by Pay Band 2019*
Band 2	131	94.24%	8	5.76%	139	-0.44	-0.13
Band 3	346	96.11%	14	3.89%	360	0.09	-0.51
Band 4	407	96.45%	15	3.55%	422	-0.18	-0.47
Band 5	272	95.10%	14	4.90%	286	-0.88	-1.32
Band 6	734	96.58%	26	3.42%	760	-0.44	-0.21
Band 7	297	88.66%	38	11.34%	335	-0.32	0.05
Band 8a	65	80.25%	16	19.75%	81	-0.29	-0.17
Band 8b	16	84.21%	3	15.79%	19	1.26	0.46
Band 8c	9	69.23%	4	30.77%	13	-1.87	-0.77
Band 8d	1	33.33%	2	66.67%	3	0.00	-2.45
Band 9	3	60.00%	2	40.00%	5	10.73	11.36
Non Consultant Medical	45	68.18%	21	31.82%	66	0.68	0.69
Consultant	31	72.09%	12	27.91%	43	3.18	2.24
Exec/Non-Exec Directors	3	50.00%	3	50.00%	6	-2.58	0.00
<b>Total</b>	<b>2360</b>	<b>92.99%</b>	<b>178</b>	<b>7.01%</b>	<b>2538</b>		

In pay bands 7, 8b and non-consultant medical staff, we have a small gender pay gap in favour of males, however in bands 9 and in consultants roles the gender pay gap in favour of males is higher.

Whilst the gender pay gap in these higher paid staff is relatively small, the overall mean gender pay gap is 27.07% (compared to 32.32% in 2017-18) and this is due to the ratio of males to females in high paid roles when compared to the overall male to female ratio in the Trust. This disproportionality, relative to the pay rates for all staff groups, means that the gender pay gap figure is enhanced.

### 3.3 The Gender Bonus Gap (Clinical Excellence Awards)

Within the Gender Pay Gap Regulations, 'bonus pay' means any remuneration that is the form of money relating to profit sharing, productivity, performance, incentive or commission and does not include ordinary pay, overtime pay, redundancy pay or termination payments.

For the purpose of Gender Pay Reporting, the Trust only has one payment which meets this criteria. The Clinical Excellence Awards (CEA) Scheme recognises and rewards Medical Consultants who perform 'over and above' the standard expected for their role. Awards are given for quality and excellence, acknowledging exceptional personal contributions towards the delivery of safe and high quality care to patients and to the continuous improvement of NHS services.

## 4. **Our Gender Pay Gap Actions**

The Trust is committed to equal opportunities and to building equality, diversity and inclusion into all we do and to supporting the fair treatment and reward of all staff irrespective of gender or any other characteristic and in ensuring equal pay and in reducing any gender pay gap.

Following our 2018 gender pay gap report, the Trust updated its gender pay gap action plan to seek to address the issues highlighted.

The actions were to:

- ensure senior roles are advertised with flexible working as an option to attract female applicants;
- offer the empowering female staff training 'Springboard' to staff;
- regularly review shortlisting data and identify any areas of concern;
- Promote having diverse selection panels through policy practice and training;
- Promote and facilitate mentoring and coaching, including reverse mentoring;
- Utilise the new Future Talent Coordinator to work with young people to encourage more young men to enter NHS careers.

Actions taken to meet the plan include:

### Flexible Working

The Recruitment and HR Teams continue to advise managers on the benefits of offering/supporting flexible working both at recruitment and when requested by existing staff.

The Trust advertises Executive Director roles as full-time, part-time or job-share and during financial year 2019/20 we appointed a female Executive Director on a part-time bases.

### Springboard

Female staff have been offered the opportunity to undertake Springboard training, which is aimed at addressing issues which may traditionally hold female staff back from progressing in their careers. Twelve (12) staff applied for the 2020 intake, however we were subsequently advised that this regionally run programme was filled with staff from other trusts already on a waiting list therefore we are in discussion with all 12 to agree any support we can give them pending a new Springboard programme being offered.

### Data Review

The Workforce Diversity and Inclusion Committee reviews workforce diversity and inclusion data, with a focus on identifying any areas which indicate any areas of concern.

### Diverse Selection Panels

Diversity of panels continues to be actively promoted on recruitment training and with the introduction of BAME staff involvement on panels we are widening the awareness of the value of selection decisions being made by a diverse panel.

### Mentoring and Coaching

In October 2019, as part of Black History Month, we launched our new diversity mentoring programme 'Big 9' with training for mentors, using a mix of our existing mentor training and specific diversity and inclusion mentoring training. The Wider Executive team were trained in December 2019, the Leadership Forum had a brief in December 2019, the Board were trained in February 2020 and training is in place across localities for interested mentors. Following training for the mentors, the Big 9 Mentorship programme will be widely promoted and mentors and mentees will be matched up.

### Attracting more men into the Trust

Our Future Talent Advisor is working on our 2020 work programme to widen access to careers in CCS, including an improved work experience programme, going into schools/colleges, working with organisations which support ex-service personal into the NHS etc. A pilot programme starts in June 2020 with a school local to the Trust HQ and will be evaluated and rolled out across the Trust. The pilot is being run in partnership with CPFT and local GP practices, and aims to promote NHS careers to young people including myth busting the gender stereotypes which currently exist.

In light of the 2019 gender pay gap report the action plan has been reviewed and updated.

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