



# GENDER PAY GAP REPORT 2020



OXFORDSHIRE  
COUNTY COUNCIL



## A MESSAGE FROM YVONNE REES, CHIEF EXECUTIVE

Equality and inclusion are at the heart of what the County Council does and over the past year I have been impressed with the progress with initiatives for our communities and staff. We have updated our action plan to sit alongside our Equality Policy, and have launched our inclusion network with a range of events across the county. These included the **In:visible Inclusion Day**, packed with inspiring speakers, workshops and networking that provided a renewed focus on inclusion. The aim was to represent our communities, think about all our needs, make every interaction count, and leave no-one behind. I feel that this aim is now well on the way to being achieved.

Council officers are working on changing attitudes and thinking about a range of areas of potential exclusion. These include lesbian, gay, bi-sexual and trans-sexual staff, the sensorially impaired, and black & ethnic minority ethnic minority groups. Several interest groups have been formed to be role models for positive action and change. The Women in the Fire and Rescue Service group is also making life more accommodating for females to work alongside the male colleagues, and there is a series of Fire Service Taster Days which invite all types to come into fire stations to see what life is like as a fire fighter.

The focus of this report is to identify any differences in the pay between men and women who work for the County Council so that we can take action to close the gap and to ensure that women have the same opportunities as men to fulfil their potential in the workplace. I am pleased to announce that both our median and mean pay gaps have reduced considerably, particularly the median gap which is down to 1.3 per cent from 3 percent, figures which are well below the national average, something which shows that our equalities initiatives are paying off. Our gender pay gap is more reflective of our slightly uneven distribution of genders through different organisational levels.

Having a gender pay gap does not imply unequal pay, so we use a nationally recognised job evaluation scheme to fairly assess the value and worth of jobs in relation to others in the organisation and to set the grade and pay. This allows us to establish a fair and rational pay structure and meet our commitment to equal pay. We have also provided an update on other equality steps we have taken and the plans we have in place for the coming years which I hope you will find interesting and informative.

## HOW THE FIGURES ARE CALCULATED

We have used pay data from 5,043 of our staff from all levels of the organisation to calculate our gender pay gap figures.

### HOW IS THE MEAN GENDER PAY GAP CALCULATED?

The mean gender pay gap is the difference between the average of pay for men and women.

We start by working out the mean hourly pay rate for men – we add together the hourly pay rates of all male employees on full-pay and divide this figure by the number of male full-pay employees. We then do the same for our female employees.

We subtract the mean hourly pay rate for women from the mean hourly pay rate for men; divide the result by the mean hourly pay rate for men, and multiply the result by 100.

### HOW IS THE MEDIAN GENDER PAY GAP CALCULATED?

The median gender pay gap is defined as the difference between the midpoints in the ranges of pay for men and women.

To work this out, we arrange the hourly pay rates of our male employees on full-pay from highest to lowest and find the hourly pay rate in the middle of the range. We then do the same for our female employees.

We subtract the median hourly pay rate for women from the median hourly pay rate for men, divide the result by the median hourly pay rate for men and multiply by 100.

### HOW ARE PAY QUANTILES CALCULATED?

Quartiles are calculated by listing the rates of pay for each of our employees from highest to lowest, splitting the list into four equal sized groups and working out the percentage of male and females in each group.

# OUR GENDER PAY GAP

## THE FIGURES

All public sector employers are required to publish information about their gender pay gaps by 31 March 2020. This information is based on the snapshot date of 31 March 2019.

On 31 March 2019, there were 5,043 employees who met the definition of 'full-pay relevant employee' set out by government for the purposes of gender pay gap reporting. 66.2 per cent of these were female and 33.8 per cent were male with 48 per cent working part-time and 52 per cent working full-time.

## HOURLY RATE OF PAY

Difference between men and women

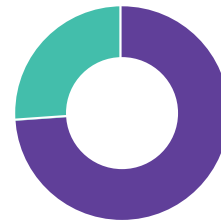
Our mean gender pay gap

**3.3%**

Our median gender pay gap

**1.3%**

## PROPORTION OF MALES AND FEMALES IN EACH QUARTILE PAY BAND



Lower quartile

**26.0%**

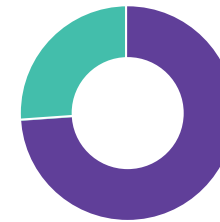
**74.0%**



Lower middle quartile

**38.6%**

**61.4%**



Upper middle quartile

**37.7%**

**62.3%**



Upper quartile

**32.9%**

**67.1%**

● Female ● Male

## BONUS PAY

Our mean bonus gender pay gap

Our median bonus gender pay gap

Our proportion of males receiving a bonus payment

Our proportion of females receiving a bonus payment

**0%**

# CURRENT INITIATIVES

## OUR COMMITMENT

We are committed to the principles of equality, diversity, fairness and inclusion.

People matter and our approach to people management should not put any group at a disadvantage. Regardless of identity or background, everyone deserves to be able to develop their skills and talents to meet their full potential, work in a safe, supportive and inclusive environment, be fairly rewarded and recognised for the work they do and have the opportunity to have their say on matters that affect them.

We are also committed to achieving a diverse workforce that fully reflects our community.

We have a number of initiatives in place to support our aims and our staff - just a few of them are on the next pages.



# CURRENT INITIATIVES

## AGILE WORKING

We believe that people work more effectively when they are able to strike a healthy balance between their work responsibilities and other aspects of their lives.

As well as optimising our performance, agile working has an important impact on our ability to recruit and retain diverse talent and organise staff time to suit customer needs and service priorities.

Council managers will consider all requests for flexible working, ensuring that the needs and priorities of the organisation can be met before agreeing to any new arrangements.

Some council roles, such as uniformed fire-fighters, teachers and shift workers, are limited in their flexibility but managers will work with employees to try and identify solutions, where possible, that suit both the individual and the organisation.

For us, agile working is about where and when people work and how they carry out their activities, including:

- giving employees the right equipment and working environment to suit their role and service
- working in a more flexible way that makes best use of staff time, buildings, and resources
- taking advantage of changes in technology and working styles to work ever more innovatively, flexibly and efficiently





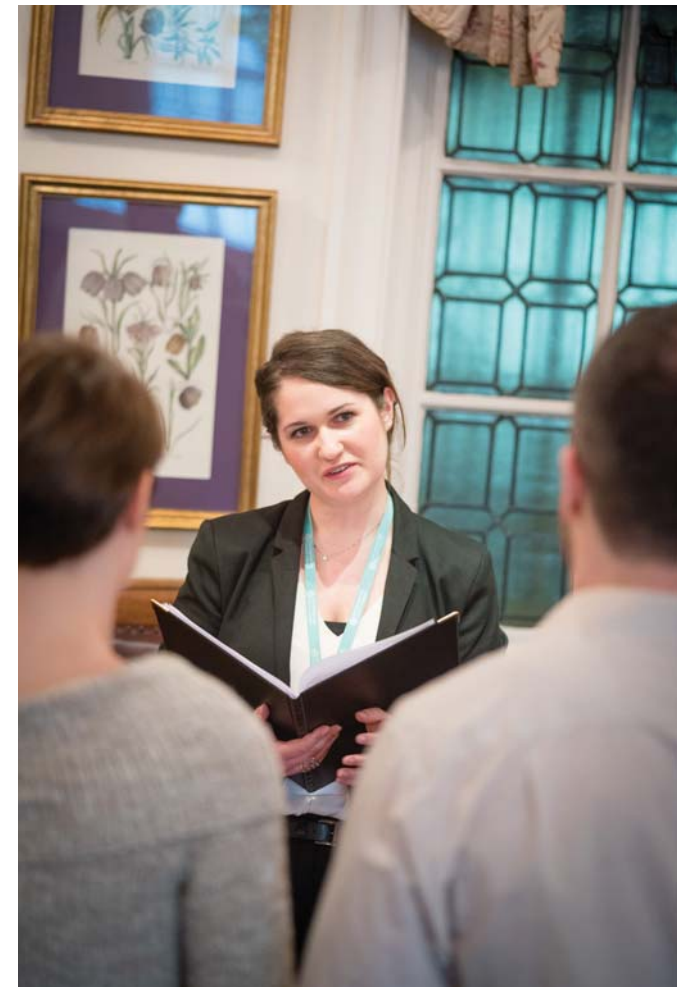
# CURRENT INITIATIVES

## JOB SHARE

As an Equal Opportunities employer, we are committed to enabling jobs to be available to people wishing to job share so that the skills of those not able to work full-time may be fully utilised.

All full-time posts are deemed to be potentially open to job sharing unless an exemption has been agreed and job advertisements will make this clear. When recruitment takes place to a vacant post and job sharers are among the candidates, the general principle of appointing the best person for the job should apply.

When an application is received from an individual who wishes to job share but who is applying without a partner, the application should be assessed in the same way as applications from other candidates. If in the opinion of the selection panel he or she is the best candidate, a part-time appointment would normally be offered and the remaining hours advertised as a job share vacancy.



## OVERVIEW

We recognise the contribution every employee makes and we value individual differences. As a public sector employer, we have three specific responsibilities under the Public Sector Equality Duty. This includes preparing and publishing an Equality Policy with specific, measurable objectives. The full policy can be accessed on our public site, but here is an overview of the objectives and actions we have set ourselves for 2018-2022.

## OBJECTIVES

Our commitment to equality is not limited to gender, and while we have set ourselves the objective to improve the balance of gender in our workforce, particularly in services where a group is under-represented, we are also committed to:

- promoting a diverse and inclusive workforce
- increasing the representation of Black, Asian and Minority Ethnic employees in the workforce
- increasing the number of people under 25 employed in our workforce
- improving how we support our employees with disabilities so they can be fully involved in the workplace, access career development opportunities and be successful at work
- demonstrating our commitment to being an LGBT inclusive employer.





## ACTIONS TAKEN SINCE 2019

Each directorate has developed an equality and inclusion action plan linked to the corporate action plan. We have taken the following action to help us achieve these objectives:

- Developed and promoted a diversity and inclusion course for managers
- Developed a diversity and inclusion communications plan
- Redesigned the Equality and Diversity intranet pages and published news items to increase awareness of the support available to staff with a disability and encouraged staff to declare whether they have a disability
- Introduced e-learning course on unconscious bias and incorporated this into the intranet pages
- Held an Ideas XChange on Mental Health, recruited 76 Wellbeing Champions and signed the Time to Change pledge
- Held staff focus groups for LGBT employees and BAME employees leading to development of staff networks
- Promoted our membership of Stonewall and submitted data to the 2019 and 2020 Stonewall Workplace Equality Index.



## A FOCUS ON EQUAL OPPORTUNITIES IN OUR ORGANISATION

### JO BOWCOCK, ASSISTANT CHIEF FIRE OFFICER



Newly recruited to the Oxfordshire Fire & Rescue Service, Jo Bowcock started her career in the sector at the tender age of 21 with her native Nottinghamshire service. Then she moved from the Midlands to management roles with the National Fire Chiefs Council and the London Fire Brigade. She has found the Oxfordshire service ‘incredibly different from other services, for the culture is very inclusive. Positioned within a county council, means that the fire service can add so much more value to the communities of Oxfordshire.

‘From what I’ve experienced within the first few weeks, it is clear the service stays true to its core values. It has an enabling culture that is not resistant to change, I get a real sense that there is a willingness to do more, encouraged by the elected members, senior management and workforce.

‘Throughout my career I have been presented with significant personal and professional challenges ‘cutting my teeth’ in difficult environments, often having to deal with a small minority of old-fashioned colleagues. However, attitudes have come a long way over the last 17 years and the typical stereotype of a firefighter is gradually changing. Being a female leader in a male dominated environment allows me to bring ‘difference’ both in leadership style and approach.’

‘The Fire Service is very good in developing its workforce and invests in leadership development. Whilst working in London, I went through the Windsor Leadership Programme focussing on strategic leadership in practice which was hugely beneficial, and I’ve since found out that Oxfordshire County Council supports the programme. Development in the Fire Service never really stops. Now I’m here, I’d like to focus on embedding within the organisation and further integration with the county council, working with peers to demonstrate the value the Service can add and contribute to Transformation.’

‘I would encourage anyone to come and see what we do in the service and dispel some of the myths and misconceptions of what a firefighter should look like. We run a series of taster days in which you can try some of the physical tests, speak to firefighters and discuss the recruitment process.’

## LEVEL CHINGALEMBE, TEAM MANAGER, ADULT SOCIAL CARE COUNTY TEAM



Since graduating as a mature student in Social Work from Oxford Brookes University in 2015, Level Chingalembe has shot up like a star in the Oxfordshire County Council firmament. He used to be an accountant but wanted to work with people. He joined the council on graduation, and he found the assessed and supported year in employment to be ‘a good programme’.

*“It gave me the confidence and abilities to excel and grow as a social worker. I had supportive supervisors and team managers who inspired, challenged and encouraged me to progress with my career. The ability to access and attend various learning and development opportunities provided by Oxfordshire County Council continues to be instrumental in my development as a manager.”*

Because of his ability with figures he became a champion of direct payments within the City Adult Social Care Locality Team, with the work focusing on providing person centred social care. In September 2018 he joined the newly created adult social care county team as a Practice Supervisor with the team aim of helping to reduce the time people are waiting for an assessment.

In July 2019 his skills and talents were recognised as he became the Team Manager. He currently manages a team of Occupational Therapists and Social Workers, utilising his management skills to ensure good practice and consistency across the county. He has additionally been a member of a panel responsible for recruiting adult social care workers.

He draws inspiration from his mother who is 89 years old and continues to live independently in Zimbabwe. He believes in maximising people’s potential by creating an enabling and supportive environment.

*“Now is an exciting time to be working in Adult Social Care because OCC is encouraging creative and innovative ways to support people to achieve their outcomes. We have adopted the Strength-based Approach where we value people’s skills and strengths in promoting their wellbeing. We utilise the skills of the Occupational Therapists and promote a rehabilitative approach including the use of assistive technology” We have moved “from what is wrong to what is strong”. We look at strengthening and embedding community resources, encourage good neighbourhood schemes, work with various stakeholders and service providers to ensure that people continue to be supported within their communities.*

*My cultural background has not stood in the way – it’s more a question of having the drive to go out there and be who you want to be. OCC is good at identifying and nurturing talent, both men and women, and it is encouraging to see more men coming into social work from diverse backgrounds.”*

## HANNAH BATTYE, GROWTH MANAGER CENTRAL



Hannah Battye from a young age wanted a career in transport and admits that 20 years ago Transport Management was seen by many as an odd career choice. At Swansea University where she studied Supply Chain Management she was the only female on the course sat alongside hauliers and men in logistics including soldiers from the logistics core. Not intimidated and focused on a career in transport, she completed her degree and joined Buckinghamshire County Council in the transport service as a graduate seeing all ranges of transport from policy to maintenance. Early on she found that she had a flair for management, and became their youngest team leader at the age of 23, then work her way up to Group Manager within the Transportation service. She set up the Major Projects Team, and was seconded to lead on transformation, looking for service efficiencies, invocation in services and restructuring. Then she joined Oxfordshire County Council as an infrastructure negotiator and after two years she become Growth Manager managing housing and infrastructure delivery.

‘In the last twenty years more women have been coming through, attitudes have changed, and it is great to see that at OCC both the Director of Planning & Place and the Chief Executive are women. However, there are a lot of industries that are still mainly traditional male led in property development and engineering so it’s still an industry that could do with change.’

As lead negotiator, Hannah has to deal with developers who are profit-driven: ‘in some cases they come in with differing agendas to the Council who represent the public. It is our job to ensure that the developments mitigate their impact on the communities and environment. The negotiators have to have the ability to put forward good cases for council services like education, transport, waste, and cultural service to support new and existing communities.’

Hannah’s remit now as a Growth Manager is to deliver housing and facilitate this through delivery of new and improved infrastructure but also ensuring people have travel options and travel more sustainably: In the Growth Deal, Central Government has given £218 million to develop the affordable housing and facilitate housing through infrastructure delivery. She manages a growing team of transport planners and project managers to bring this to fruition. Hannah also oversees two Housing Infrastructure Fund schemes which are delivering significant benefits in Didcot and the A40 costing approximately £400 million.

‘What I like about the work I do is that it really matters and affects people’s lives. We are here to serve the residents, businesses and visitors of Oxfordshire – that’s why I have stayed in the public sector, rather than joining the private sector.’



## HELEN POWDRILL, GROUP MANAGER – PROJECT SPONSORSHIP



Helen’s career began with her gaining a Master’s degree in Civil Engineering and work experience with an engineering consultancy. Eventually she became the Structures and Highway Improvements Manager at Wiltshire Council, working on bridges and major projects, and she joined the major projects team at Oxfordshire in 2016. She has noticed that there is an increasing number of women in her field.

‘We deliver all manner of infrastructure investment projects relating to highways and transport including improvements to existing roads, new strategic link roads, improvements for sustainable transport modes, park & rides, and bus lanes. A high-profile example is Frideswide Square near Oxford railway station and the Saïd Business School, a shared space where neither vehicles nor pedestrians have priority. Other major projects include the congested A40 Science Transit route which will include new bus lanes and a park & ride, and improvements for pedestrians and cyclists

in Headington. We are about to start work on cycle lane and bus priority improvements on Botley Road, a major route from the west into the city centre. These are just part of the half a billion pounds of projects that the council is required to deliver in the next five years.’

There are significant challenges for Helen’s department: ‘Each project comes with its own unique set of challenges, we have to do a lot in a short space of time, and a large part of our work is problem-solving and coordination. Most are multi-disciplinary projects even something as familiar as signalling an existing junction draws in different specialists including traffic signal engineers, lighting engineers, drainage engineers, pavement designers, landscape architects. There’s also a lot of stakeholder management with businesses, residents and so on.’



