



Gender Pay Gap Report 2021

(March 2020 pay data)



Introduction

From 2018 the Government has required 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 each year using a snapshot of the previous March data.

It is important to note that Cumbria County Council recognises people of other genders and is keen to promote diversity and inclusivity. However for the purpose of this report, which requires completion in accordance with the government regulations, the figures relate to male and female employees.

The requirement to publish figures last year was suspended due to the coronavirus pandemic. This year's report includes last year's figures and summarises the trends.

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 dates of 31 March 2019 and 2020.

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.

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 15.5%. In 2020, Cumbria County Council had a mean average pay gap of 9.60% and a median average gender pay gap of 18.19%.

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.

The coronavirus pandemic has had a significant impact on working arrangements nationally and within the Council. Whilst the pandemic has been tragic and the Council faced immense challenges to support and protect the people and communities of Cumbria, it has also been a catalyst by transforming, in a very short time, working arrangements for many. The Council now wants to embrace and embed the positive changes which has enabled staff to work in a much more flexible and responsive way, whilst balancing their personal commitments. It is hoped that this leads to greater equality in the future world of work in the Council.

Key messages from the March 2019 and March 2020 data

- Both the mean average and median average pay gap figures have further reduced showing that the gender pay gap is closing year on year.
- Although there is still a slightly wider median gender pay gap at the Council, than the national median comparator, the gap has reduced significantly.
- The median pay gap has reduced across all quartiles except for the upper Mid quartile where there is no pay gap.
- 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 (69.31%) than men (30.69%) and there are more women than men in all four pay quartiles.
- Of the County Council's top four salaries in March 2020, 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 £9.50 per hour) as its minimum wage, and this is higher than many equivalent jobs in the private sector.
- Unlike many other councils, Cumbria has a high number of employees in social care roles which are more likely to be in the lower pay quartiles and are roles predominantly held by female staff.
- Progress has been achieved and many of the actions developed in the previous year's Reports have been embedded into practice.
- Further actions are being developed so that there is continued support 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 provided such as enhanced annual leave, training, and career progression opportunities and these are being promoted through improved job vacancy advertising.

New initiatives and developments continue, and the Council regularly evaluates progress with the gender pay gap being just one aspect of a wider workforce equality commitment. We remain committed and will continue to work collaboratively with the trade unions and representative groups, to identify and put measures in place to remove all barriers, build confidence and empower all staff to help develop their skills and ensure a fulfilling and rewarding career.

Why is there a pay gap?

Analysis of the March 2020 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:

- The Pay Gap is reducing year on year.
- Females are the majority of the workforce in every quartile.
- There is no female gender pay gap in the Lower Quartile.
- There is no gender pay gap in the median figure and a minimal gender pay gap in the mean average in the Upper Mid Quartile where the numbers of men and women are more evenly balanced.
- The median gender pay gap is largest in the Lower Mid Quartile, but the mean gender pay gap is largest in the Upper Quartile.
- The percentage of part time working has increased in all quartiles except the Upper Mid Quartile.
- Whilst the percentage of women working in part time roles has slightly reduced in the 3 of the quartiles, it has slightly increased in the Upper Quartile.
- There has been a general increase in part time working for men except for the Upper mid quartile.

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 or flexible working.

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 effect of the COVID 19 Pandemic on the 2020 figures cannot be calculated so whilst the improved figures for this year are welcomed, they will be treated with caution and there will continued and sustained efforts to reduce the pay gap.



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.

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 significantly change year on year.

National Context

The Office for National statistics has published the national gender pay gap figures as follows:

Year	National Mean Average	Public Sector Mean Average	CCC Mean Average	National Median Average	Public Sector Median Average	CCC Median Average
2017	17.2%	17.7%	13.5%	18.4%	19.3%	25.12%
2018	17.2%	17.4%	13.07%	17.8%	19.0%	25.52%
2019	16.2%	15.7%	12.35%	17.3%	16.8%	24.33%
2020	14.6%*	14.5%*	9.60%	15.5%*	15.8%*	18.19%

*The Government reports that estimates may be subject to more uncertainty than usual because of data collection restrictions although they state that evidence suggests coronavirus factors did not have a notable impact on the gender pay gap in 2020.

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 2020

Not all national causes relate to individual employers and so it is important to investigate 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 2020 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 median gender pay gap of 15.5% and a public sector gap of 15.8%.

The Cumbria County Council figures at March 2020 were:

**Mean (average)
pay gap is**

9.6%

(This is an improvement on the previous year's figure of 12.35%)

The mean is the total of all female pay divided by the number of females and is compared to the total male pay, divided by the number of males.

Female mean average pay is £13.46 per hour and Male mean average pay is £14.89 per hour.

The difference is expressed as a percentage.

This is used because it includes all the pay from the lowest to the highest, but it can be affected by the highest earners.

**Median (Mid-Point)
Pay Gap is**

18.19%

(This is also an improvement on the previous year's figure of 24.33%)

The median is the middle number in a list from lowest to highest.

Female mid-point pay is £11.63 per hour and male mid-point pay of £14.22 per hour.

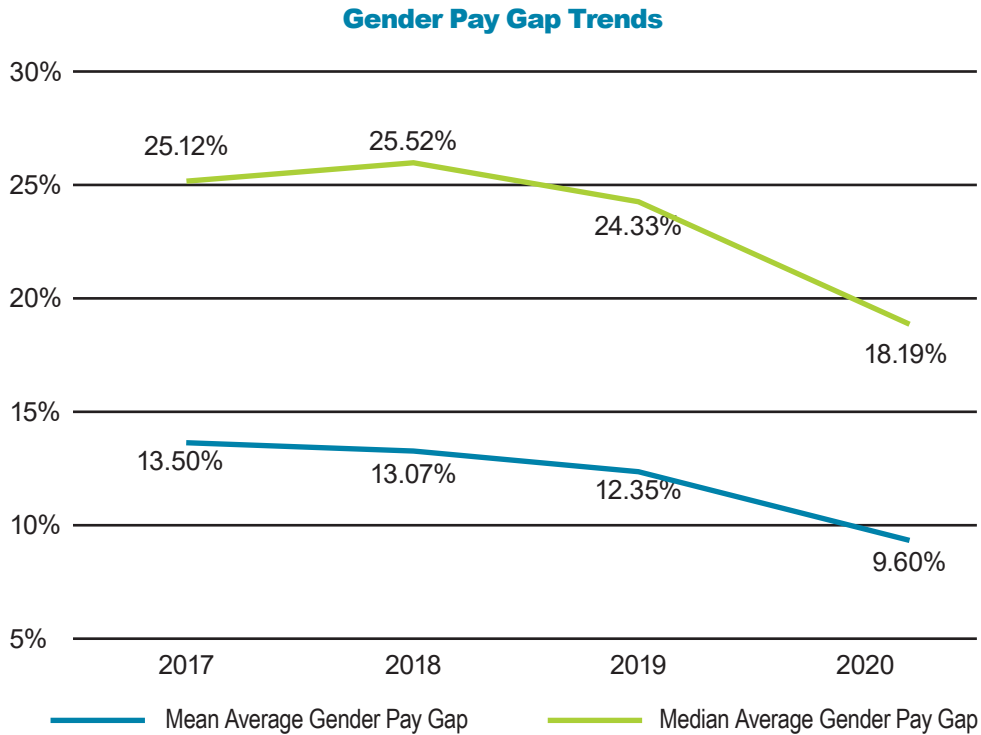
The difference is expressed as a percentage.

It is used because it represents the middle value, in this case the pay level and is not so influenced by the highest or lowest earners but is affected by the distribution of men and women across the workforce.



Average pay (both Mean and Median figures) across the whole of the Council is less for women compared to men.

As there are now 4 years' worth of data, we can map the trends in the Council's Gender Pay Gap:



'Bonus' Mean (average) pay gap is

-219.11%



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' for the purposes of this report only, and this distorts these figures.

Bonus Median (Mid-Point) Pay Gap is**-20.10%****Women were paid more than men**

The proportion of females receiving 'bonus' is 0.86% of relevant employees and is a slight increase on the previous year's figures. The proportion of males receiving 'bonus' is 8.32% and a slight decrease on the previous years.

'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:**2019 Data**

Quartile Gender Split				
Overall	Lower Quartile	Lower Mid Quartile	Upper Mid Quartile	Upper Quartile
Female 70%	84.95%	74.18%	54.32%	66.62%
Male 30%	15.05%	25.82%	45.68%	33.38%

2020 Data

Quartile Gender Split				
Overall	Lower Quartile	Lower Mid Quartile	Upper Mid Quartile	Upper Quartile
Female 69.31%	82.75%	73.73%	53.99%	66.77%
Male 30.69%	17.25%	26.27%	46.01%	33.23%

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

2019 Data

	Overall	Lower Quartile	Lower Mid Quartile	Upper Mid Quartile	Upper Quartile
Mean Gap	12.35%	-17.71%	4.29%	1.94%	6.82%
Median Gap	24.33%	-3.38%	4.32%	0.00%	5.06%

2020 Data

	Overall	Lower Quartile	Lower Mid Quartile	Upper Mid Quartile	Upper Quartile
Mean Gap	9.60%	-14.47%	3.23%	0.61%	4.95%
Median Gap	18.19%	-1.59%	4.16%	0.00%	2.84%

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

2019 Data

Employees in Quartile				
	Lower Quartile	Lower Mid Quartile	Upper Mid Quartile	Upper Quartile
Female	1326	1158	848	1040
Male	235	403	713	521
Total	1561	1561	1561	1561

% Full-Time v Part-Time Employees in Quartile				
	Lower Quartile	Lower Mid Quartile	Upper Mid Quartile	Upper Quartile
Full Time	15.5%	28.8%	48.7%	74.9%
Part Time	84.5%	71.2%	51.3%	25.1%
Total	100%	100%	100%	100%

2020 Data

Employees in Quartile				
	Lower Quartile	Lower Mid Quartile	Upper Mid Quartile	Upper Quartile
Female	1286	1145	839	1037
Male	268	408	715	516
Total	1554	1553	1554	1553

% Full-Time v Part-Time Employees in Quartile				
	Lower Quartile	Lower Mid Quartile	Upper Mid Quartile	Upper Quartile
Full Time	12.87%	27.95%	51.09%	73.28%
Part Time	87.13%	72.05%	48.91%	26.72%
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 £10.13 per hour)	Apprentices, Cleaners, some Administration / Business Support roles, Domestic and Catering staff, Library Assistants, Care & Support Workers, Highways Operatives.	6.63%	10.62%	6.24%	76.51%
Lower Mid Quartile (Up to £13.10 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.	14.81%	11.46%	13.14%	60.59%
Upper Mid Quartile (Up to £16.11 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.	25.16%	20.85%	25.93%	28.06%
Upper Quartile (£16.11 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.	26.79%	6.44%	46.49%	20.28%

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

Of the Council's 18 most senior officer positions (Chief Executive, Executive Directors, Chief Fire Officer and Assistant Directors) during this snapshot period, ten were female and eight were male. Of the four most senior positions, three were female (including the Chief Executive) and one was male. The upper pay quartile is 66.77% 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 several options for everyone to consider including:

- Part time
- Working at different locations including Home Working
- Compressed hours
- Job share
- Annualised hours
- Flexitime
- Term time working
- Career breaks
- Additional Annual Leave Purchase
- 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
- Leadership and Management qualifications

Training and Career Progression

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.

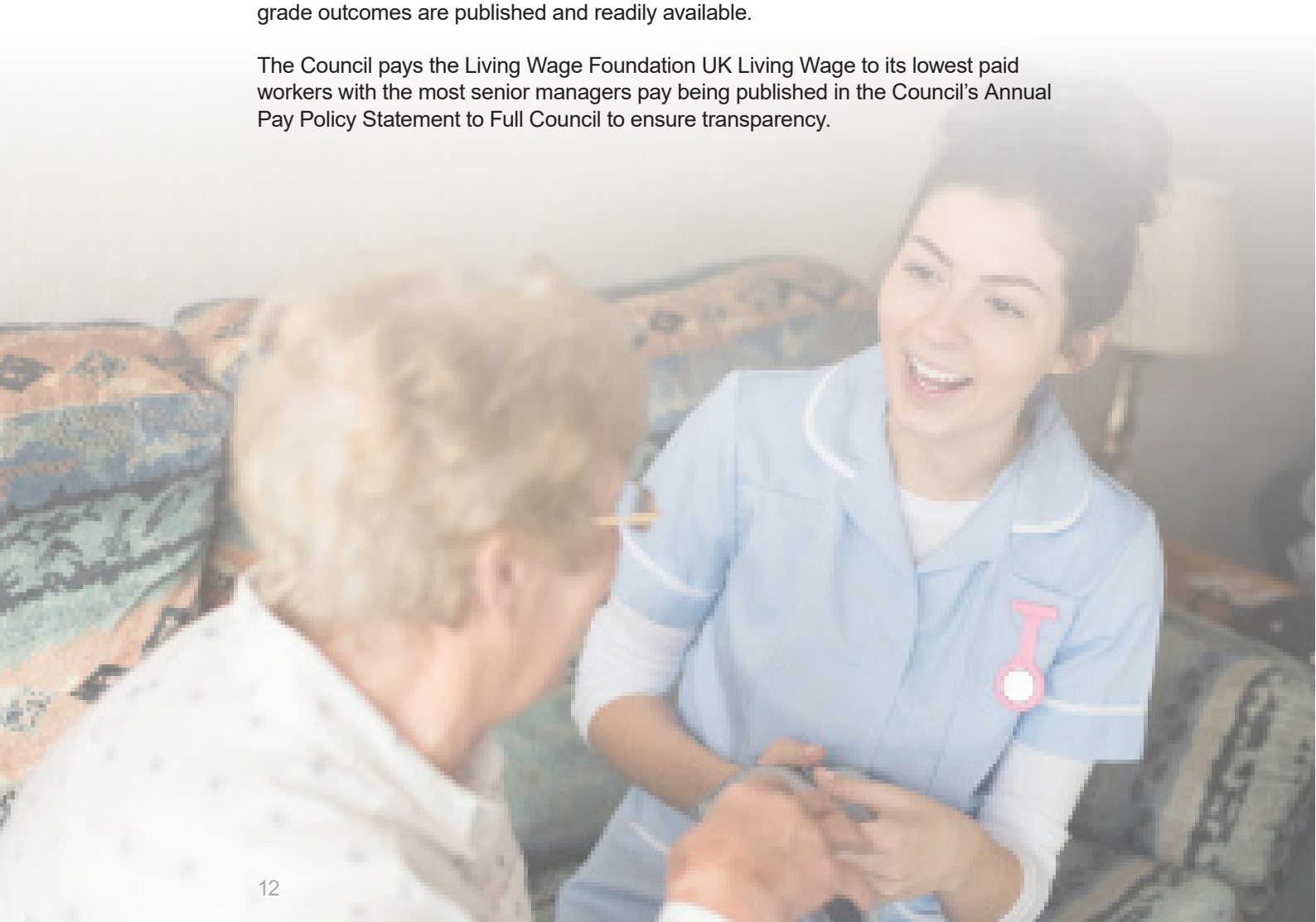
The Council is continually developing new methods of advertising and recruiting to reach a wider pool of skilled and talented candidates and to promote the benefits the Council has to offer. This also includes positive action to target underrepresented groups such as encouraging women to choose firefighting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

Fair recruitment methods

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.



Action Plan

The Council, working with the trade unions and representative groups, continually 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.

Despite the many challenges of the coronavirus pandemic and the focus of the Council over the last year on its response, many of the actions outlined in previous Gender Pay Gap reports have now been embedded into practice. These support the Council's strategies, policies and procedures which are not only aimed at removing barriers for women and others with protected characteristics, but also designed so that all employees can succeed. Actions include:

Engagement and Consultation

- Working collaboratively with the trade unions on the development of people focused policies and procedures including the many measures to support people during the Covid pandemic.
- Staff Network Groups have now been formed and are being embedded into the Council's engagement and consultation practices – they include LGBTQ+, Race Equality, Disability, Millennials, Managers and Employees.
- Learning points from initial network group meetings have been that a different approach is required for the diversity groups in comparison to the more generic staff groups and we adapted staff network groups based on this feedback.
- The LGBTQ+ group have contributed to development of Trans Awareness eLearning and a Trans Inclusion Policy. They helped to raise awareness of the use of pronouns and developed activities to fit in around Pride week.
- The Race Equality group looked at ways to mark the UN day of anti-racial discrimination on 21 March and to support Black History Month.
- All groups are using the internal communications Yammer to promote key dates and a calendar of key diversity dates is being developed.
- Regular staff surveys have been undertaken and feedback is informing the development of new working arrangements post Covid for staff, building on their experiences of working during the pandemic.
- Engagement Projects are taking place within directorates such as Highways and Cumbria Care.

Wellbeing

- Employee wellbeing, including mental health, remains a key priority for the Council and will be a central point of workforce strategies going forward. Actions include providing an Employee Health and Wellbeing Helpline, access to counselling, eLearning to support the management of stress and building resilience and working with the NHS to provide support for social care staff during the pandemic.
- Policies have been put in place to help remove barriers that woman may face in the workplace such as a Flexible Working policies, Support for Carers, Bullying and Harassment policy. The Council also intends to confirm its support to any staff who may have suffered domestic abuse, and this includes training for managers.
- Campaigns have taken place to raise awareness of the difficulty's women face in the workplace during the menopause.

Data

- The Council has successfully completed a project that enabled all employees to verify the personal and sensitive information that the Council holds on them. The LGBTQ+ staff network group contributed to the development of the fields which were used to record sensitive data such as sex and gender identification. Whilst not all employees took this opportunity to update the Council records, this exercise has improved the quality of the data that the Council holds. Periodic checking of this data will occur going forward.

Recruitment

- New candidate attraction techniques are in place to reach a wider pool of candidates.
- An Equality, Diversity and Inclusivity Statement is now added to all adverts.
- Staff network groups have helped to identify accessibility issues and action will be taken to overcome these.
- The Council's Apprentice Team won two top awards at the North West Apprenticeship Awards 2019; the team were winners of The QA Award for Macro Employer of the Year 2019 and The PeoplePlus Award for Recruitment Excellence 2019. The Council stood out as the best apprentice employer in the region with the awards highlighting its efforts across recruitment, high quality training, diversity and career progression.
- Recruitment campaigns have been carried out where the marketing has targeted specific genders to challenge traditional gender norms in the workplace, e.g. campaigns have showcased men in care, women in firefighter roles.
- The Fire and Rescue Service ran 'Taster' days predominately targeted at women and minority groups, but open to all, to encourage a more diverse range of applicants. A main focus of the positive action work during the Fire and Rescue Service recruitment is to encourage women to join the service.
- Cumbria Care use a care academy approach employing apprentices with a career pathway.
- Along with all Apprenticeship opportunities this care academy is promoted at school job fairs, colleges and career events.
- Wording within adverts now, more commonly outline flexible working options. For example, if the role is full time, we are still welcoming applications from those seeking part time employment.
- Guidance is provided to Recruiting Managers to support consideration of flexible working options including part-time opportunities and job share where appropriate.

Learning, Development and Career Progression

- Apprenticeship opportunities have been extended to internal staff, particularly in the areas of Leadership and Management and within occupations such as Social Work degree apprenticeships, Civil engineering degree apprenticeships and solicitor apprenticeships.
- The Council is working in partnership with Higher Education Institutions to encourage a diverse range of applicants into professional roles such as social work through our Academy Approach with a particular focus in attracting more BAME and male applicants to take up social care degree courses.
- Unconscious bias has now been included as a topic in the new Equality and Diversity eLearning. It is also included in the recruitment, appointment and induction courses.
- The Fire and Rescue Service has set up a Women's Network Group with the aim of removing barriers and promoting change for the greater good of the service and those who work within it.

- The Council has appointed Equality, Diversity and Inclusivity (EDI) Lead Officers in the Fire and Rescue Service and in the Organisational Development and Workforce Training (ODWT) Team to promote EDI and to ensure awareness of how training programmes are written and delivered and how they impact across a diverse workforce.
- The ODWT Team have developed and successfully run several 'aspiring managers' programmes for cohorts of colleagues wanting to move into first line management roles. This will also support the Council's succession planning activities.

Management and Organisational Design

- The Valuing Individual Performance (VIP) (appraisal process) has been successfully implemented and rolled out across the Council. This is 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. It includes a range of tools and conversation starters to support discussions relating to progression and career aspirations.
- Managers are encouraged and guided to consider and design jobs that will support flexible working practices at all levels.

Further Actions

As the council emerges from the worst of the pandemic we need to sustain the progress made, maximise the efficiencies and support the way in which the Council will take further positive steps to develop and support employees to be their best. This involves continuing to work collaboratively with the trade unions and representative groups to provide opportunities for all to grow their skills and progress. These actions are not only about trying to reduce the Gender Pay Gap but to encourage a happier, healthier, motivated, diverse and inclusive workforce providing the Council with a variety of perspectives, boosting innovation, creativity and problem solving.

The Council has also engaged an independent company to review the current pay and grading arrangements. The outcome of this review may identify further actions which may impact on the gender pay gap.

Going forward the Council will:

- Develop new working arrangements post Covid by learning the lessons from experiences of remote / homeworking during the pandemic to explore how more flexible working options can be embraced and embedded, with the potential for a hybrid of working options becoming the norm in the future.
- Develop Homeworking as an option to provide greater access and inclusivity to those interested in working for the Council. This will also have the benefit of providing the Council with a wider pool of talented and skilled applicants and means that people can work for the Council from all parts of the UK.
- Look at the impact of the pandemic on the employee experience, especially front-line workers, so that employees are engaged, their wellbeing is supported and with a focus on outcomes not presenteeism.
- Continue the most senior management commitment to equality by Members of the Corporate Management Team (the Council's most Senior Officers) meeting with staff and network groups to discuss future plans and how they can be involved in changes, improve employee resilience, support well-being and add value.

- Monitor and analyse 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. These reports will be used to review and adapt the recruitment processes, ensuring barriers are removed in the recruitment and promotion processes.
- Undertake a further review of the application form and shortlisting process to anonymise where possible, removing unconscious bias and allowing for greater inclusion and diversity at initial recruitment stages.
- Advertise roles on targeted websites/job forums/jobs boards that are aimed at women and minority groups in the workplace.
- Remove unconscious male and female coded wording in adverts and replace with inclusive language, using Positive Action to encourage applications from women and minority groups.
- Actively discuss and confirm our commitment to Equality, Diversity, and Inclusion on our public platforms, utilising social media and external web pages, and ensuring this is in place all year round.
- Encourage managers to be more open to flexibility in teams and roles, especially in light of COVID-19, home-schooling, and caring responsibilities.

These actions will be reviewed and developed over time and may change depending on impact, evidence and feedback from a wide range of stakeholders.

The Council also publishes the pay gap figures for Ethnicity, Disability, LGBT+ and Religion in its Workforce Equality Impact Assessment.

In conclusion, the Council will continue to regularly monitor, review and develop practices that 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 or any other characteristic.

Local Government Reorganisation in Cumbria

The review of Local Government in Cumbria has resulted in a proposal for two Unitary authorities. This means that the County Council in its current format will cease in April 2023 and two new employers will be created. Each will be required to provide their Gender Pay Gap figures. This will impact on the figures.

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

Gill Steward
Chief Executive
2021

