

GENDER PAY GAP – ACTION PLAN

| Priority Area | Action Required | Responsible Officer(s) | Timescale |
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| Recruitment | Review existing e-learning module on Recruitment to raise awareness of potential bias in any part of the process from job design, advertising to how selection process is undertaken. | Sarah Tinsley | April 2019 |
| | Deliver targeted face to face training starting with service areas where gender imbalance is particularly prominent. | Helen Richardson | Sept 2019 |
| | Deliver refresher training for all elected members involved in Senior Staffing Committee, the responsible body for all appointments at service director level and above. | Keith Ford/Gill Elder | July 2019 |
| | Refresh website recruitment pages highlighting the commitments the Council has made, actions underway and promoting flexible working opportunities. | Gill Elder | July 2019 |
| | Continue to promote the Council as an employer of choice through attendance at a range of recruitment events across the county. | HR/Service specific managers | Ongoing |
| | Develop and report on a range of metrics to provide detailed information on recruitment statistics including attraction, application, interview success and subsequently retention and benchmark with comparable organisations and professional bodies. | BSC/HR | July 2019 onwards |
| | Continue to develop a cohesive range of activities around work experience, apprenticeships and graduate training schemes which underpin our aspiration to further close the gender pay gap whilst maintaining a system which values talent and ability and promotes on merit. | Helen Richardson/Gill Elder | April 2019 onwards |
| Career Development and Progression | Continue to promote the Council's coaching network as a means to consider and identify opportunities for career development by enabling all employees to access a trained, accredited coach. | Helen Richardson | Ongoing throughout 2019 |
| | Continue to monitor uptake of coaching and target specific groups/areas where low uptake identified. | Helen Richardson | Ongoing |
| | Promote relevant content on-line on "My Learning My Career" portal to support and assist employees grow and develop their knowledge and skills and identify career development opportunities. | HR business partners and departmental workforce leads | Ongoing |

Appendix 2

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| | Monitor completion of EPDRs and undertake audits of development requirements with course availability and relevance of content in meeting identified needs. | Learning & Development Officers | June 2019 |
| | Launch the next phase of the Leadership Development Programme with modular elements to facilitate different levels of engagement, learning styles, working patterns and reflect a wider range of needs. To include specific targeted content and broader, more formal qualification training. | Gill Elder/Helen Richardson | Spring 2019 subject to Personnel Committee agreement |
| | Continue to develop formal and informal learning opportunities to ensure the Council's learning and development offer is comprehensive and meets current and future needs and which can be delivered flexibly to ensure opportunities are accessible to all. | Workforce and Organisational Development Leads | Ongoing |
| | Create a working environment where people feel valued for what they do, the contribution they make every day, whether or not they wish to further develop their careers into management or more technically specialised positions and where provision is made for people wishing to maintain their employment when other parts of their lives need to take priority without this being judged. | Crossover between Timewise Working group and Organisational Development | Ongoing |
| Flexible Working | Continue Timewise workshops and implement outcomes to maximise the opportunities provided by flexible working arrangements as a means of attracting and retaining talent. | Timewise Working Group | Autumn 2019 |
| | Promote understanding of flexible working beyond the physical environment and working patterns to include how jobs are designed and future outputs measured. | HR/Job Analysts | Spring 2019 |
| | Create further opportunities to enable people to work flexibly to incorporate family/caring responsibilities whilst maintaining productivity and performance. | Timewise working group | Ongoing |
| | Timewise Workshop with session leaders to embed cultural change from top down. | Gill Elder | July 2019 |
| General | Continue to work with Trade Union colleagues and the Corporate Equalities Group to identify additional actions which may assist the Council to close its gender pay gap. | Gill Elder | December 2019 |
| | Ensure there is a clear distinction and understanding between equal pay through the continuing robust application of job evaluation so work of equal value is consistently and fairly rewarded as opposed to reducing the gender pay gap which is about representation at various levels of the workforce. | Gill Elder | Ongoing |