

GENDER PAY GAP – ACTION PLAN

Appendix 2

Priority Area	Action Required	Responsible Officer(s)	Date Required
Recruitment	Review existing e-learning module on Recruitment to consider any changes to raise awareness of potential gender bias in any part of the process from job design, advertising to how selection process is undertaken which may prevent any section of the population from applying for our roles. Consider delivering some targeted face to face sessions in service areas where the gender imbalance is particularly prominent	Sarah Tinsley	September 2019 – part completed March 2020 Review by March 2022
	Undertake refresher training for all elected members involved in Senior Staffing Sub Committee, the responsible body for all appointments at Service Director level and above to ensure they remain aware of potential gender bias in senior officer recruitment	Marjorie Toward/ Keith Ford/ Gill Elder	Ongoing for Members who have not previously undertaken recruitment as part of Senior Staffing Committees
	Build a refreshed recruitment landing page highlighting all the commitments the Council has made in terms of equality standards and promoting our flexible working opportunities to encourage applications from women who are more often the primary carers for children and elderly relatives Work now includes further consideration of emerging legislation to provide further support to employees with caring responsibilities	Avneet Nahal/Sarah Stevenson/Gill Elder	End of February 2020 Completed Further work now identified to promote flexible working and the Council's offer to increase attraction rates
	Continue to develop a range of metrics which will provide detailed information on recruitment statistics including attraction, application, interview success and subsequent retention broken down by gender	BSC/HR	Ongoing work involving the Equalities Officer to build further

	and benchmark with comparable organisations and professional bodies		identified actions into supporting action plans
	Demonstrate accessibility and inclusivity through our comprehensive 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. Links to the Council Plan ambition around prosperity	Gill Elder /SBP - WOD	Ongoing and will link with the Skills Development and Employment Opportunities Strategy agreed by Committee November 2021
Career Development and Progression	Continue to build on the initial success of the Council's coaching network enabling all employees to access a trained, accredited coach. Currently 70.3% of people accessing the coaching network are women and we will continue to monitor and target areas where there are limited requests coming forward	SBP - WOD	Ongoing but requires a further refresh to remind employees of the coaching offer.
	Promote relevant content on My Learning, My Career to support and assist employees grow and develop their knowledge and skills in terms of future needs and aspirations particularly in respect of building confidence to compete for leadership/management roles	HR Business Partners and departmental workforce leads	Review April as part of annual EPDR cycle
	Monitor completion of EPDRs and undertake audits of development requirements with course availability and relevance of content in meeting needs specifically in relation to supporting the workforce to develop leadership skills and competencies. This includes monitoring the gender breakdown of attendees and ensuring there are no barriers to attendance at development events (location, timing, dates)	Learning & Development Officers	Annual in June

	Launch the next phase of the Leadership Development Programme which has modular elements to facilitate different levels of engagement from very specific content to wider learning leading to a more formal qualification. This approach enables greater engagement for employees, predominately women, to access the programme. Further developments include a programme for aspirant managers. A coaching approach and action learning sets are key components to embed learning in the organisation	Gill Elder/ SBP - WOD	February 2022 Approach agreed by Committee in December 2021
	Continue to explore formal and informal learning opportunities to enable the Council to have a comprehensive learning and development offer which meets current and future needs and which can be delivered flexibly to ensure these opportunities are accessible	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. Ensure women returning to work after maternity leave or career break and those with other caring responsibilities are included in all development opportunities and develop a programme to utilise Keeping In Touch Days as part of wider career development	Crossover between Timewise Working Group and Workforce Development	Ongoing
Flexible Working	The work with Timewise has been completed after our formal accreditation. However work continues to identify how to maximise the opportunities provided by flexible working arrangements as a means of attracting and retaining talent having determined whether all our roles can be available for flexible working	Timewise Working Group	March 2020 Ongoing as the nature of work changes and new and emerging technologies are developed

	To expand understanding of flexible working beyond the physical environment and working patterns to include how jobs are designed and future outputs measured and where appropriate to create greater levels of self-determination around how and where work is carried out	HR/Job Analysts	Ongoing
	Create further opportunities to enable people to work flexibly to incorporate family/caring responsibilities whilst maintaining productivity and performance	HRBPs/OD Manager	Ongoing
Miscellaneous	Continue to work with Trade Union colleagues and the Corporate Equality Group to identify additional actions which may assist the Council close its gender pay gap within the parameters outlined within the January 2022 Personnel Committee Report	Gill Elder	Ongoing to December 2022
	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. Discuss the results at departmental level with relevant Senior Leadership teams to share proposed actions	Gill Elder	Current piece of work to benchmark pay scales and work with external partner to further validate job evaluation process – report to CLT February 2022