

Appendix 4: Gender Pay Gap Action Plan

This action plan was presented to Staffing and Appeals Committee in September 2018. Progress against actions are indicated below.

Theme:	Action and who is responsible	Measure	Progress update February 2019
Improve development opportunities for female employees We do not seem to have a problem with attracting and retaining our female workforce. However, our next steps are to invest in developing and empowering our female employees to encourage them to move into more senior roles.	<ul style="list-style-type: none"> Clear career pathways for female employees. Who: Learning and Development	Employees PADP will outline objectives and training and development actions. We will continue to monitor our workforce data to assess the gender split of promotional opportunities.	PADP paperwork is being updated to include more emphasis in managing talent and developing our employees. Workforce data will continue to be monitored.
	<ul style="list-style-type: none"> Managers and leaders need to be trained in how to spot talent and encourage employees to develop. Employees will be encouraged to take sideways moves as well as promotional roles to broaden their knowledge. Who: Learning and Development/ HR Policy, Strategy and Workforce team	Our recruitment and selection training will be updated with an emphasis on this. We will promote and encourage managers to attend this training. Our recruitment policies will be updated to encourage managers to think about their vacancies and offer roles as secondments if possible. Workforce statistics will demonstrate more employees moving teams to take on opportunities at both their existing and promotional grades.	A wholesale review of the recruitment process is taking place – see below for further information.
	<ul style="list-style-type: none"> Analysis is required to identify hard to fill and traditionally male dominated roles to encourage greater diversity in these posts. Who: HR Policy, Strategy and Workforce team	The workforce statistics will, over time, illustrate a shift in attracting and retaining female employees into posts typically occupied by men.	Too early to see a shift in the data, so this action will continue.

	<ul style="list-style-type: none"> Implement a suite of development initiatives to empower female employees. For example coaching, mentoring and skills development. Females will be more confident in recognising their value and skilled in negotiating their development opportunities and package. <p>Who: Learning and Development/ HR Policy, Strategy and Workforce team</p>	Learning and development programme established and implemented and the monitoring of attendance and impact of these initiatives.	These have not yet been considered. Once the CCC People Strategy has been adopted, a thorough analysis of organisational wide training initiatives will be considered.
<p>Engagement</p> <p>Female employees are more likely to need to be encouraged to apply for new posts or development opportunities rather than apply for opportunities themselves</p>	<ul style="list-style-type: none"> Increased communication from female senior leaders (for example blogs Q&A sessions) to provide increased visibility of female leaders and role model career growth. <p>Who: Communications team and Senior Managers</p> <ul style="list-style-type: none"> Create professional networking groups for all employees working full and part time. <p>Who: HR Policy, Strategy and Workforce team</p>	<p>Communication and engagement plan agreed and implemented. Data from e-recruitment system and learning and development will illustrate an increase in females applying for new posts/development opportunities within the Council.</p> <p>Networking groups established and being utilised – these will initially be established from cohorts of attendees from the learning and development initiatives outlined above.</p>	<p>Re-focused CEX blog.</p> <p>Senior managers going back to the floor.</p> <p>Virtual roadshows with senior (female) leaders.</p> <p>Work on this to be continued</p>
<p>Recruitment and selection</p> <p>We need to improve how we attract and retain females into roles where they are less represented.</p>	<ul style="list-style-type: none"> Review of recruitment processes to ensure there is no gender bias post shortlisting. Considerations may include encouraging diverse shortlisting and interview panels. <p>Who: HR Policy, Strategy and Workforce team</p>	Output of recruitment process review.	<p>Promotion of women in male dominated roles already being promoted e.g. Emma the gritter employee</p> <p>A wholesale review of the recruitment process is taking place with the proposal that we will have a new policy and streamlined guidance toolkits available for managers. These</p>

			will include encouragement on the use of secondments and will consider and remove any gender bias that there may be in our current practices.
	<ul style="list-style-type: none"> Review of sample job descriptions/adverts to ensure there is no subtle gender bias. <p>Dependency: Improve e-recruitment reporting and training required to understand how to write adverts to remove any bias</p> <p>Who: HR Policy, Strategy and Workforce team (support from Business Systems to lead change with E-recruitment supplier).</p>	E-recruitment data will illustrate number of females who have applied, been shortlisted and appointed to advertised posts.	Will form part of the wider recruitment review.
Working Practices Flexible working practices will improve retention of our staff and allow employees with non-work responsibilities (i.e. family commitments, studying) to continue to progress through the council without compromising their work/life balance.	<ul style="list-style-type: none"> Have an agreed, consistent, where possible, definition of flexible and agile working that is endorsed from the Chief Executive that is workable through all management tiers, subject to service needs <p>Who: HR Policy, Strategy and Workforce team</p>	Agreed definition developed and published through the Cambs2020 project	This is underway and is being progressed by the Cambs2020 project.
	<ul style="list-style-type: none"> As part of the Cambs2020 programme a programme of training will be rolled out across all teams to support improved flexible and agile working. Managers will need to understand how to flex individual working practices to manage the impact on the team. <p>Who: Learning and Development</p>	Attendance of training. Increase in flexible working practices	Training is currently being developed and will be available in advance of Cambs2020 implementation.

	<ul style="list-style-type: none"> Managers to consider working practices and how they could be made more flexible. For example review purpose, duration and frequency of meetings and consider how the use of IT for example could facilitate flexible working for employees. <p>Who: HR Policy, Strategy and Workforce team. Cambs2020 project.</p>	Agree and publish policy to encourage managers to review working practices across team	This will be integrated with the Cambs2020 projects as outlined above.
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