

Appendix Two: Gender Pay Gap Action Plan. Updated February 2021

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

Theme:	Action and who is responsible	Measure	Progress update February 2021
<p>Improve development opportunities for female employees</p> <p>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</p>	<ul style="list-style-type: none"> Clear career pathways for female employees <p>Who: Learning and Development</p>	<p>Employees PADP will outline objectives and training and development actions</p> <p>We will continue to monitor our workforce data to assess the gender split of promotional opportunities</p>	<p>A new appraisal process has been developed and will be launched in April 2021. This has much more of a focus on outcomes and personal development, helping managers to better manage talent and developing their employees</p> <p>Workforce data will continue to be monitored and a review of the new process will take place in April 2022 with consideration to gender and ethnicity</p>
	<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 <p>Who: Learning and Development/ HR Workforce Strategy and Policy team</p>	<p>Our recruitment and selection training will be updated with an emphasis on this. We will promote and encourage managers to attend this training</p> <p>Our recruitment policies will be updated to encourage managers to think about their vacancies and offer roles as secondments if possible</p> <p>Workforce statistics will demonstrate more employees moving teams to take on opportunities at both their existing and promotional grades</p>	<p>A new recruitment training course has been developed. This is now delivered virtually and jointly by the Recruitment and HR Advisory team in an interactive training event, ensuring that essential skills are developed in addition to the knowledge shared on the recruitment processes.</p> <p>The training aims to ensure that managers across the organisation are clear on their responsibilities as a good</p>

			employer and also has an additional emphasis on equality and diversity in recruitment.
	<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 <p>Who: HR Workforce Strategy and Policy team</p>	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 analysis and 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 Workforce Strategy and Policy team</p>	Learning and development programme established and implemented and the monitoring of attendance and impact of these initiatives	Work is planned to develop a more comprehensive coaching and mentoring programme. Following the repatriation of LGSS services, there is also a thorough review of organisational wide training initiatives being undertaken, so the gender and ethnicity aspects will be considered as part of this
<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>	<p>Communication and engagement plan agreed and implemented.</p> <p>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>	Re-focused Corporate Communications have helped to achieve this, and more recently the COVID-19 pandemic has resulted in many virtual Q&A interactive sessions being led by our Senior Managers, many of who are female
	<ul style="list-style-type: none"> Create professional networking groups for all employees working full and part time 	Networking groups established and being utilised – these will initially be established from cohorts of attendees	Networking groups will continue to be developed. The existing Equality and Diversity network

	Who: HR Workforce Strategy and Policy team	from the learning and development initiatives outlined above	group has continued to run virtually during the pandemic situation
<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 Advisory and HR Workforce Strategy and Policy team</p>	Output of recruitment process review	<p>A wholesale review of the recruitment process has taken place resulting in:</p> <ul style="list-style-type: none"> - New creative ways of advertising - A greater emphasis on social media - A new recruitment policy has been developed in collaboration with the Equality and Diversity Network with the aim of ensuring that any unconscious bias is challenged at any potential point in the process - Our e-recruitment system has been re-developed so it has the option for candidates to submit anonymous application forms – removing the need for candidates to disclose their name
	<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>	E-recruitment data will illustrate number of females who have applied, been shortlisted and appointed to advertised posts	The success of the changes outlined above will be reviewed in 12 months time

<p>Working Practices</p> <p>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</p>	<p>Who: HR Workforce Strategy and Policy Team</p> <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> <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> <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 Workforce Strategy and Policy team. Cambs2020 project</p>	<p>Agreed definition developed and published through the Cambs2020 project</p> <p>Attendance of training. Increase in flexible working practices</p> <p>Agree and publish policy to encourage managers to review working practices across teams</p>	<p>This has been achieved and implemented through the Agile Working Policy that was launched at the end of 2019. This policy was subsequently reviewed to take into account and COVID-19 related learnings, and rebranded and relaunched as 'Our Ways of Working' in January 2021</p> <p>Training has been developed and delivered to over 200 managers to date</p> <p>Further more targeted training and briefings for those managing teams moving to the new Alconbury hub took place in January 2021</p> <p>Team charter templates have been developed alongside Our Ways of Working guidance and these are being rolled out and updated alongside the Cambs2020 moves</p>
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<p>NEW ACTION ADDED FEBRUARY 2021</p> <p>Ethnicity Gap Increased data returns will enable an analysis of the data, and assist with identifying trends and patterns in the data leading to further actions to take</p>	<ul style="list-style-type: none"> • Encourage employees to complete their ethnicity data, to enable us to report better on our pay gap. • Work with the Equality and Diversity network and review data from the Equality Diversity and Inclusion pulse survey to draw up an action plan to improve the ethnicity pay gap. 	<p>The unknown ethnicity category has the lowest average hourly rate, suggesting that some of our lowest paid workers are those that we do not have data for. This could be skewing the overall pay gap figures, so the priority for the next year is to increase the number of employees that we have ethnicity data for to enable us to determine more specific measures.</p>	<p>n/a</p>
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