

CAMBRIDGESHIRE COUNTY COUNCIL GENDER PAY GAP UPDATE

To: Staffing and Appeals Committee

Date: 28th November 2019

From: Martin Cox, HR Director

Purpose: To provide Committee with an update on progress towards the actions as outlined in the Gender Pay Gap action plan.

Recommendations: The Committee is asked to take note of the information contained in the report.

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1.0 BACKGROUND

- 1.1 Following the first publication of the Council's gender pay gap report in 2018, a thorough review resulted in the development of an action plan with the long term view to reduce the gap. This report provides Members with an update on the themes identified in the review, and a summary of progress towards these actions.

2.0 THE CAMBRIDGESHIRE COUNTY COUNCIL CURRENT PICTURE

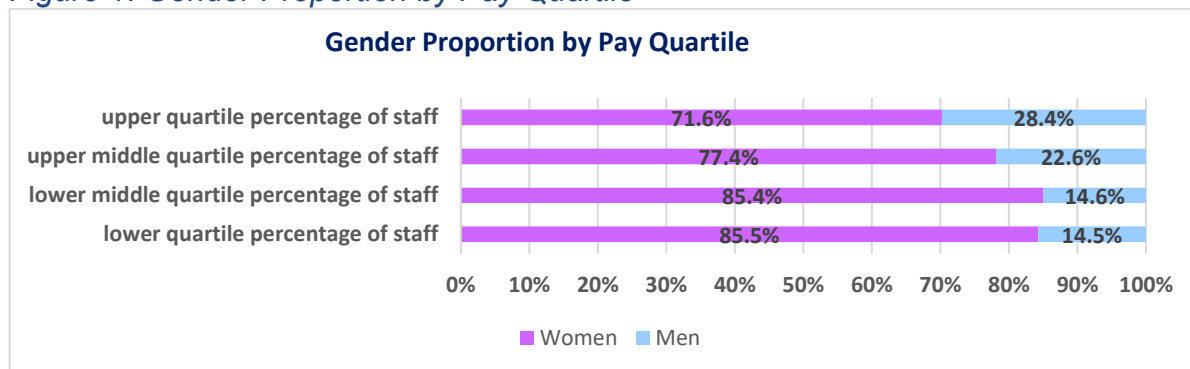
2.1 Pay Gap

Cambridgeshire County Council (CCC) reported a mean gender pay gap in March 2018 and 2019 of 13%. Our mean gender pay gap is lower than the national public sector average of 17.5% as reported by the Office for National Statistics (ONS). It should be remembered that although reported in March each year, the data is in fact a snap-shot of the workforce in the previous March. The mean average can often fluctuate if there is a large distribution between the highest and lowest salary values. The median average is often seen as the preferable measure, identifying the middle value in a range of ordered values. CCC's median average gender pay gap in 2019 is 19% which is comparable to the national public sector median average (ONS).

2.2 Pay Quartiles

As reflected in the review last year, representation of females across three of the four pay quartiles remains evenly split and representative of the workforce profile of 80% female to 20% male employees. There continues to be a lower proportion of women within the upper quartile (71.6% this year and 70.2% last year), so although it is pleasing to note an increase on last year's figure, there is further work needed to target the development of female employees to support them to progress into senior roles within the Council.

Figure 1: Gender Proportion by Pay Quartile



2.3 Pay Gap by Grade

The mean gender pay gap has again been analysed by grade to explore if there is any bias across specific grades. The largest pay gap is within the Corporate Leadership Team (CLT) grades; however there has been a 2.8% reduction from the 10% reported last year. This represents a reduction of 97p in the difference between female and male average hourly earnings in these grades. There were some significant structural changes that took place during this time that has resulted a positive effect on the gender pay gap at this level.

Table 1: Mean Pay Gap by Grouped Grade

Grade	Mean Pay Gap (%)	Mean Difference (£)	Female Mean (£)	Male Mean (£)	Female Employees (%)	Male Employees (%)
CLT	7.2%	£4.15	£53.62	£57.77	53%	47%
Ed Psychs	-7.6%	-£1.79	£25.23	£23.44	88%	13%
P & M 1-6	2.2%	£0.46	£20.40	£20.86	71%	29%
Scale 1-S02	6.5%	£0.74	£10.62	£11.35	83%	17%
Other	-13.7%	-£2.14	£17.84	£15.70	89%	11%

'Other' includes APTC Teaching Assistant, ASYE, JNC and Teaching graded posts. A positive value represents that the average gender pay gap favours male employees and a negative value signifies that the gender pay gap is in favour of our female employees.

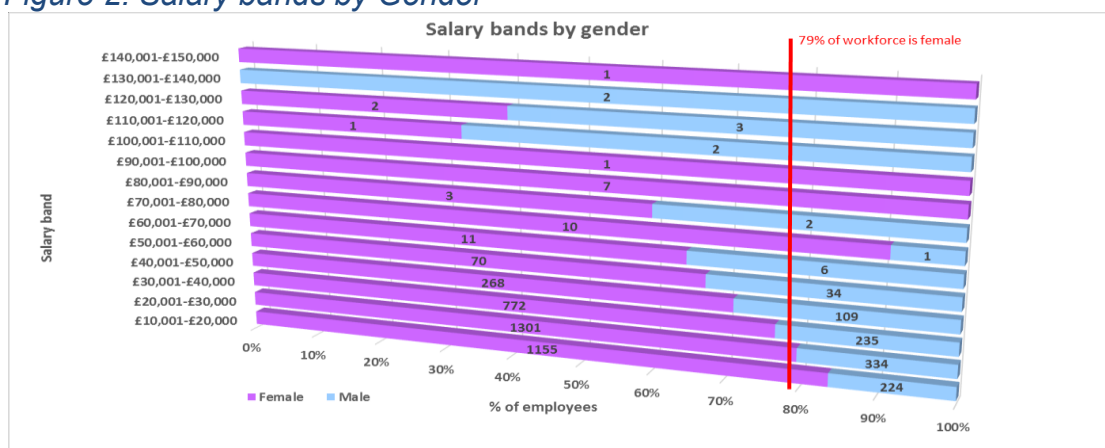
Further analysis of the gender pay gap at each grade is detailed in **Appendix 3**.

2.4 Gender Split by Salary

Figure 2 illustrates the full time equivalent (FTE) salary bands (in £10k increments) of our workforce by gender. The figure illustrates that our gender split in the salary bands under £40k are fairly representative of our 4:1 workforce gender ratio. Within the £40k to £70k bands, representation of female employees reduces to 71%, however it can be seen that there are bands above £80k where female representation is greater than the 4:1 ratio. Considering there is a pay gap at CLT grades, this would suggest that we have no problem in recruiting females to senior roles, but their salary level is slightly less than their male counterparts.

Since last year's data, we have seen an increase in the number of females in the bands from £100k upwards, demonstrating that we are seeing progression of females to our most senior leadership roles.

Figure 2: Salary bands by Gender

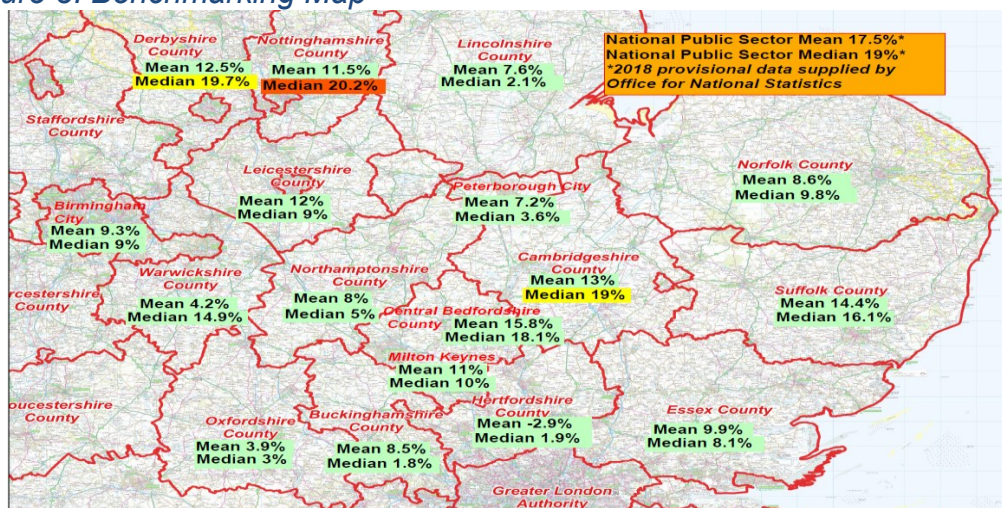


2.5 Benchmarking

Figure three illustrates the mean and median average gender pay gap of neighbouring local authorities and demonstrates that averages can differ quite considerably. Figures highlighted in **green** show that the local authority has a

lower average than the national public sector average, **amber** is comparable with the national average and **red** illustrates where the average is higher than the national public sector value.

Figure 3: Benchmarking Map



Cambridgeshire County Council's mean average gender pay gap is slightly higher than its neighbouring councils with the exception of Suffolk County Council at 14.4% and Central Bedfordshire at 15.8%. Other local authorities that have a comparable mean to Cambridgeshire include Derbyshire County Council (12.5%), Leicestershire County Council (12%) and Nottinghamshire County Council (11.5%). Hertfordshire County Council is the only local authority depicted where the gender pay is in favour of female employees; the female mean hourly rate is 2.9% higher than men's.

2.6 Actions

The action plan developed last year proposes the following steps to help reduce the gender pay gap over the long term. The full action plan can be seen in appendix 7

- **Development Opportunities:** Improve development opportunities for female employees.
- **Employee Engagement:** Improve employee engagement and develop professional network groups that encourage employees to seek out development opportunities.
- **Recruitment and Selection:** Increase the attractiveness and retention of females into roles where they are less represented.
- **Working Practices:** Promote and encourage the use of flexible working practices across all levels of the hierarchy.

Progress towards these actions is summarised below.

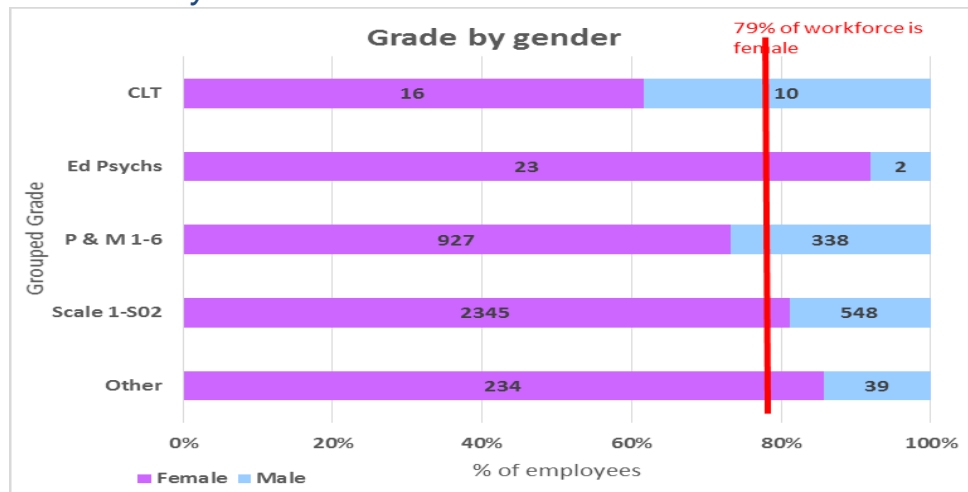
3.0 ACTION ONE: DEVELOPMENT OPPORTUNITIES

3.1 Evidence presented last year suggested that the Council does not have a problem in attracting and retaining a female workforce but could be doing more to develop and empower female colleagues.

3.2 The graph below demonstrates the proportion of our female workforce (79%) against the distribution of female and male employees across each grouped pay grade. The graph demonstrates that the figures are fairly consistent with

the data reported last year, and reinforces the positive message that there is proportional representation of females in the majority of grades.

Figure 4: Grade by Gender



- 3.3 The most notable change is in CLT grades where female representation has increased from 55% last year to 62% for this year's reporting period. Last year we reported that 11 females occupied positions in the CLT grade band and there were 9 males, this has increased to 16 females and 10 males this year. This is a positive move and demonstrates that females within the Council are progressing to senior roles. Please note, the CLT grade information includes 5 Peterborough City Council (PCC) employees who work across both councils.
- 3.4 Work is underway to promote our current coaching offering, as it was found that females are more likely to progress in their careers if they have a good external network of support.
- 3.5 A new appraisal process is being developed and will be launched in April 2020. This new approach to performance management will have a greater focus on encouraging career and personal development conversations between employees and their line managers. This will help encourage discussions about opportunities and development – something that research has identified female employees' value.

4.0 ACTION TWO: EMPLOYEE ENGAGEMENT

- 4.1 We have increased opportunities for our employees to feedback their views and we are responding to their feedback and suggestions. We have recently engaged with employees on improvements to our performance appraisal process and the workshops held were very well attended and employees were forthcoming in offering their opinions.
- 4.2 The Respect at Work policy was launched in 2018. The revised policy seeks to further provide protection for all staff to feel comfortable to carry out our roles in a respectful and supportive working environment, free from any form of bullying or harassment. This review considered themes that had arisen from employees, and it is pleasing to note that there was no pattern of any gender related issues.

- 4.3 The Council continues to use social media and a wide range of communication channels to communicate with employees. The use of blogs has increased and this is particularly helpful to promote the role of senior women across the Council.

5.0 ACTION THREE: RECRUITMENT AND SELECTION

- 5.1 Managers are being encouraged to think differently about how they recruit to roles, and we have started to engage with our workforce to listen to their feedback about current processes. We have understood that we need to allow more flexibility when recruiting, and in particular when recruiting to hard to fill roles. The success of recent Social Care and Re-ablement campaigns are excellent examples of how this change in approach is really making a difference.
- 5.2 Although the Council has a predominantly female workforce, we do have some services and roles which remain heavily male dominated. We have recently promoted the story of 'Emma the Gritter' to highlight to our female workforce that they could consider applying for roles which are more traditionally occupied by male employees. This has been further endorsed by our Chief Executive who visited the Gritting team to understand what the team is responsible for. The visit was filmed and posted on daily blog to raise the profile of the three females who form part of the 80 strong team.
- 5.3 During the 2018/19 financial year, 679 new employees joined CCC; 3 in 4 (76%) new starters were female. Whilst the total number of new starters has reduced year on year over the last 3 financial years, representation of each gender has remained consistent. The proportion of leavers is consistent with the 80:20 female to male workforce gender profile and follows the same pattern over previous financial years.
- 5.4 We currently have 55 employees undertaking an apprenticeship qualification, of which four in five of the apprentices are female. This is a very positive move towards encouraging personal and professional development within our female workforce. The most popular qualification is the Lead Adult Care Worker (level 3) apprenticeship where one fifth (22%) of all qualifications are being undertaken. Nine in ten apprentices studying for this qualification are female.

6.0 ACTION FOUR: WORKING PRACTICES

- 6.1 As evidenced in last year's report, part time working continues to be heavily skewed towards female employees with 9 in 10 being women. Almost half (47%) of our female workforce work part time, compared with just 1 in 5 males.
- 6.2 One quarter of females earning over £50k work on a part time arrangement. This could be improved to enable more of our female employees to work more flexibly within their roles as they progress through their career. This is still greater in comparison with the male workforce - just 1 in 12 male employees earning over £50k work part time.
- 6.3 A new agile working policy and toolkit has been launched and is being rolled out across the Council. This will help promote flexible working across all

grades in our hierarchy. Supported by the Cambs2020 project and a new performance appraisal framework, it is expected that this will assist in radically changing the way in which we all work. Training is being developed and team charters will be completed by all teams. We hope that this will encourage flexible and agile working practices across all levels of the hierarchy making senior roles more accessible for part time employees.

7.0 SUMMARY

- 7.1 From the analysis and research undertaken as a result of this review and the comparisons with last year's data, it can be concluded that Cambridgeshire County Council does not have a specific issue with gender pay. The data outlines that there are no particular salary grades or professions which have a disproportionately high gender pay gap and current HR policies and practices do not create any gender pay gap bias. Our research has demonstrated that we have a fair and equitable pay structure, and that it is possible to have equal pay across the organisation but still have a gender pay gap. There is no quick win or simple solution to reduce a gender pay gap in the workforce - the only way to reduce the gap is to take a long term view of resourcing, developing and engaging our workforce.
- 7.2 The Government Equalities Office has released guidance on recommendations to reduce the gender pay gap and it is pleasing to note that all of these actions are already being considered in our action plan. We will continue to review and build on our good practice to further embed the actions into our working practices. Whilst the actions are largely relating to supporting our female employees, they could equally apply to our male employees.

APPENDICES

Appendix 1: How the gender pay gap averages are calculated

Appendix 2: Cambridgeshire County Council Gender Pay Gap

Appendix 3: Grade Analysis

Appendix 4: Performance Appraisal Ratings (2018/19)

Appendix 5: Recruitment and Selection

Appendix 6: Benchmarking

Source Documents	Location
Gender Pay Gap Review	https://cambridgeshire.cmis.uk.com/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/987/Committee/19/Default.aspx

Appendix 1: How the gender pay gap averages are calculated

Mean: Average set of numbers, add up all of the values in a data set then divide by the number of values.

Median: Line up all of the values in a dataset for males and females in order from highest to lowest value then the median is the value in the middle of the dataset (midpoint of the range for males and females).

Pay quartiles: Rank the values from highest to lowest and evenly distribute employees in to all 4 quartiles

Lower quartile: lowest 25% of numbers

Lower middle quartile: second lowest 25% of numbers

Upper middle quartile: second highest 25% of numbers

Upper quartile: highest 25% of numbers

Appendix 2: Cambridgeshire County Council Gender Pay Gap

As at 31st March 2018, CCC employed 4,919 people, of which 80% (3,947) were female which is consistent with the council's gender split over previous years.

Figure 5: Mean Gender Pay Gap

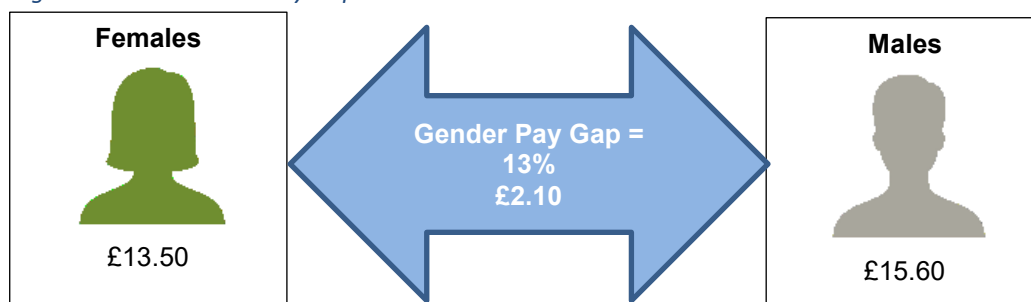
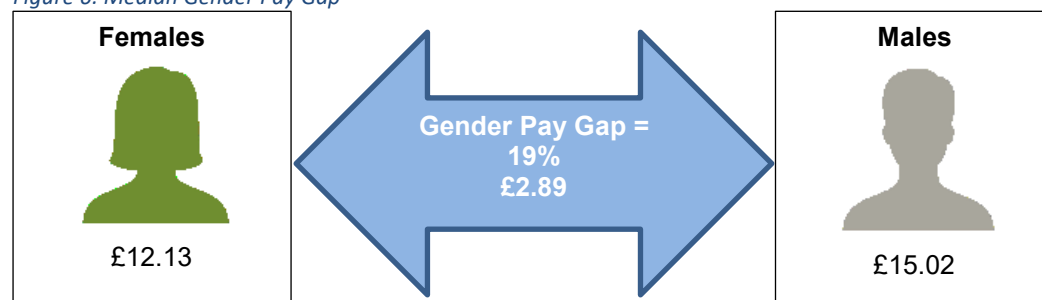


Figure 6: Median Gender Pay Gap



Appendix 3: Grade Analysis

The mean gender pay gap has been analysed by grade to explore if there is any bias across specific grades.

Grades in favour of female employees

Below is a table depicting the average mean gender pay gap by grade whereby female employees earn a higher average mean hourly rate than their male co-workers.

Table 2: Mean Pay Gap in favour of female employees

Grouped Grade	Mean Pay Gap %	Mean Difference £	Female Employees (No.)	Male Employees (No.)	Female Employees (%)	Male Employees (%)
Ed Psychs.Scale A	-13.8%	-3.07	18	2	90%	10%
Ed Psychs.Scale B	-13.7%	-3.55	2	1	67%	33%
JNC (NEW).Comm/Yth Prof	-10.5%	-1.51	15	2	88%	12%
JNC (NEW).Com Sup YPW Ent/Skil	-3.6%	-0.46	25	7	78%	22%
scale 4	-2.1%	-0.20	356	65	85%	15%
scale 6	-1.9%	-0.22	322	55	85%	15%
Teachers.Qualified	-1.7%	-0.33	8	1	89%	11%
scale S02	-1.3%	-0.19	295	108	73%	27%
scale 2	-1.3%	-0.11	76	12	86%	14%
P and M.Band P6	-1.1%	-0.40	18	4	82%	18%
ASYE.Non Std	-0.6%	-0.09	47	10	82%	18%

- Generally, representation of gender across all grades reflects the workforce gender ratio of 80:20 of female to male employees.
- Female representation is slightly higher within the Ed Psych's Scale A grade (90%) and lower in Ed Psych's Scale B's (67%) and Scale S02 (73%). Positions on a Scale SO2 grade vary from Traffic Officer to HR Advisor and Adult Support Co-ordinators.
- The largest gap is between employees on the Ed Psychs Scale A grade where, on average, female employees are paid £3.07 more per hour than their male co-workers. 9 out of 10 employees occupying posts in this grade are female.
- The difference in the average mean hourly pay could be attributed to the small cohort of males skewing the data coupled with the length of service of all employees. One male had six months length of service (subsequently left in March 18) and the second male employee had 4 years' service with CCC (data as at March 18). Half of the female employees had over 5 years' service and 4 of the 18 females had over 12 years length of service (the highest being 17 years) and therefore these employees are more likely to have progressed through the spinal column points earning a higher average hourly rate.
- Female employees occupying positions on the Ed Psych's Scale B earn on average £3.55 more than male employees. Due to the small number of employees on this grade and the difference in positions, the data is skewed. Both the male employee and one female employee occupy a Senior Educational Psychologist post and the second female is an Assistant Principle Educational Psychologist post which is graded higher and therefore pushing the female mean average hourly earnings up.

Grades in favour of male employees

Table 2 highlights the grades where men earn on average a greater hourly rate than female co-workers.

Table 3: Mean Pay Gap in favour of male employees

Grouped Grade	Mean Pay Gap %	Mean Difference £	Female Employees (No.)	Male Employees (No.)	Female Employees (%)	Male Employees (%)
Teachers.Upper	4.2%	1.10	72	4	95%	5%
scale 3	3.0%	0.29	328	52	86%	14%
scale 5	2.7%	0.32	104	38	73%	27%
P and M.Band P4	2.2%	0.58	79	40	66%	34%
CLT.Director A	2.1%	1.33	1	3	25%	75%
scale S01	1.4%	0.19	320	89	78%	22%
CLT.Director D	1.3%	0.58	3	2	60%	40%
P and M.Band P2	1.2%	0.24	209	87	71%	29%
CLT.Director C	1.2%	0.58	4	1	80%	20%
P and M.Band P3	1.1%	0.26	148	75	66%	34%
P and M.Band P1	0.9%	0.16	355	130	73%	27%
JNC (NEW).Com Pro YDC Ent/Skil	0.7%	0.12	4	1	80%	20%
P and M.Band P5	0.6%	0.19	17	9	65%	35%
scale 1	0.5%	0.04	716	110	87%	13%

- Gender diversity in some of the grades is not proportional with the workforce ratio (80:20 female to male), less than 3 in 4 females occupy posts in the 'scale 5' (73%), 'P&M bands 1-5' (65-73%), 'CLT Director D' (60%) and 'CLT Director A' (25%).

- Overrepresentation of females is apparent in the 'Teachers.Upper' grade with 95% of employees being female. This grade also accounts for the largest pay gap in favour of male employees; on average male employees earn £1.10 more than female employees in the same grade.
- As part of the research into grades, we considered whether employees were getting 'stuck' on a particular grade and upon reaching the top of the spinal column point, could not progress any further. Grades SO1 and SO2 were analysed to evaluate how far employees have progressed through the scales and whether there is scope for further progression. Within the SO1 grades, 27% of males and 25% of females are at the top this grade and cannot progress further. Of the employees on SO2 grades, 23% of males and 26% of females are on the top spinal column point of the grade.

Grades with sole gender representation

The following tables illustrate where the positions in these grade bands are solely occupied by one gender. There is potential to target improvement to have greater gender diversity within posts in these grade bands.

Table 4: Mean Pay Gap – no female representation within grades

Grouped Grade	Mean Hourly Rate £	Male Employees (No.)	Male Employees (%)
CLT.Director B	58.43	1	100%
CLT.Exec Director B	68.55	1	100%
JNC (NEW).Com Sup LYW Unqual	9.35	2	100%
PO.NJC	16.38	1	100%

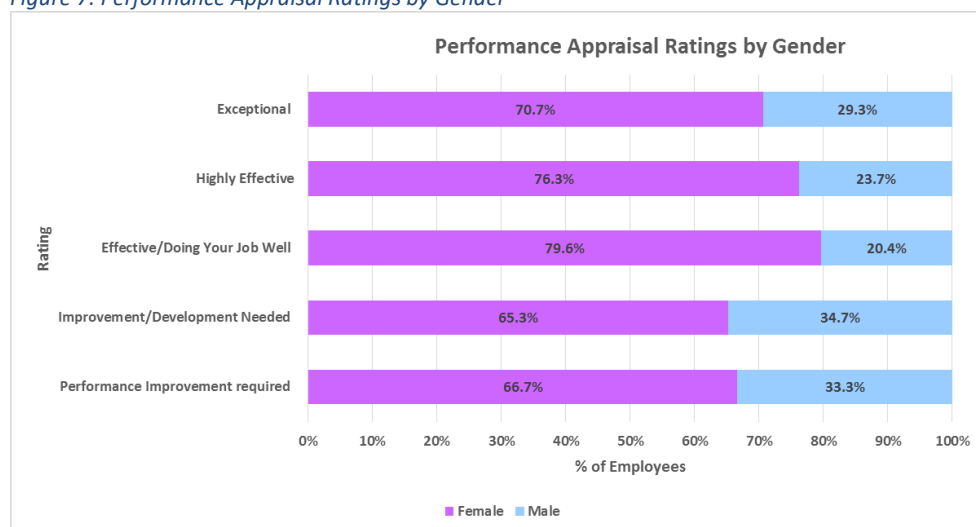
Table 5: Mean Pay Gap – no male representation within grades

Grouped Grade	Mean Hourly Rate £	Female Employees (No.)	Female Employees (%)
APTC.Teach Asst L2	10.10	5	100%
APTC.Teach Asst L3	10.16	31	100%
APTC.Teach Asst L4	11.57	8	100%
CLTOFFSCALE	86.26	1	100%
Ed Psychs.Asst	15.22	1	100%
JNC (NEW).Com Pro YDC Expert	18.41	2	100%
JNC (NEW).Com Pro YPW Expert	15.72	3	100%
JNC (NEW).Com Sup LYW Qual	10.72	2	100%
JNC (NEW).Com Sup YW Unqual	8.19	2	100%
JNC (NEW).Yth Service Lev 3	13.58	1	100%
JNC (NEW).Yth Service Lev 5	17.45	1	100%
JNC (NEW).Yth Service Lev 6	18.41	1	100%
Teachers.Leadership	30.46	8	100%

Appendix 4: Performance Appraisal Ratings (2018/19)

The graph below highlights the proportion of female and male employees scoring across each of the five performance ratings.

Figure 7: Performance Appraisal Ratings by Gender

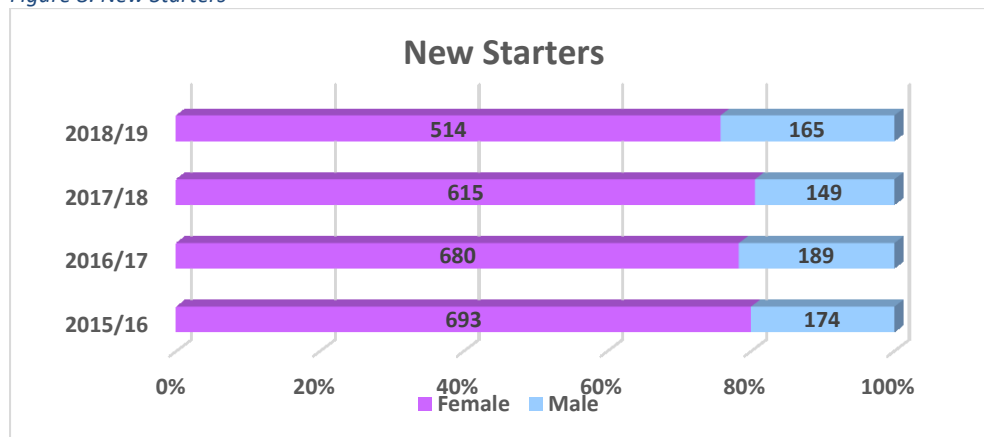


- Eligibility for incremental pay progression is dependent on employees receiving a rating of 'Highly Effective' or 'Exceptional' in their performance review whereby they will move up to the next Spinal Column Point.
- Employees with at least 6 months service and in post as at 31st March 2019 received a performance appraisal rating; 3,308 employees for the 2018/19 performance cycle.
- One in four employees who received a rating were performing in the top two ratings, 71% were rated as 'Effective/Doing Your Job Well' and 4% were identified as needing some improvement or development to become effective in their role.
- There is no gender imbalance within the performance appraisal process. More than 3 in 5 employees who were rated as 'Effective/Doing Your Job Well' and 'Highly Effective' were female; with a female workforce of 79%, this demonstrates that our performance appraisal process is fair. Female representation in the 'Exceptional' category drops slightly to 70.7%.

Appendix 5: Recruitment and Selection

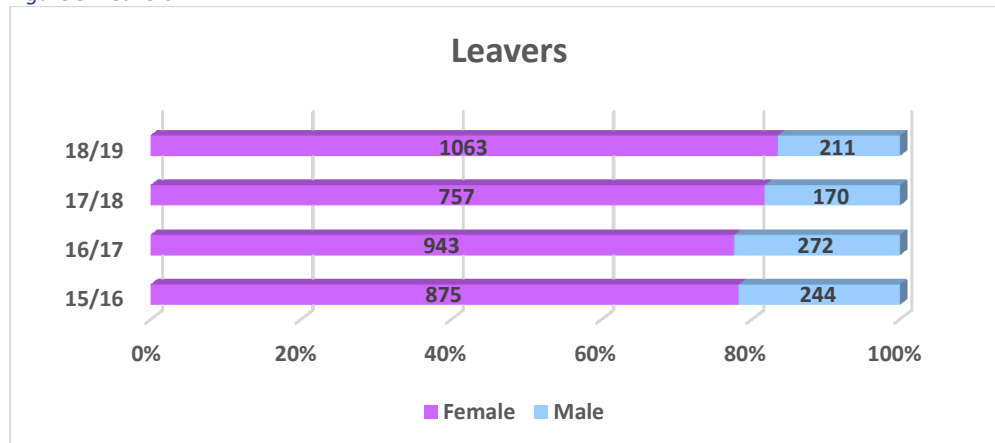
New Starters

Figure 8: New Starters



Leavers

Figure 9: Leavers



Appendix 6: Benchmarking

The tables below illustrate the mean and median averages of local authorities in order of the council with the highest mean and median average gender pay gap. The tables also show the gap reported as at 31st March 2017 compared to 31st March 2018 and the difference between the reported values.

Table 6: Mean Gender Pay Gap by regional Local Authority

Employer	Mean % 17-18	Mean % 18-19	MEAN DIFFERENCE 17-18 to 18-19
Central Bedfordshire Council	16.1	15.8	0.3
Suffolk County Council	14.8	14.4	0.4

Cambridgeshire County Council	13	13	0
Derbyshire County Council	13.7	12.5	1.2
Bedford Borough Council	15.8	12.2	3.6
Leicestershire County Council	18	12	6
Nottinghamshire County Council	12.3	11.5	0.8
Milton Keynes Council	9	11	-2
Essex County Council	9.7	9.9	-0.2
Birmingham City Council	9.1	9.3	-0.2
Norfolk County Council	6.8	8.6	-1.8
Buckinghamshire County Council	7.8	8.5	-0.7
Northamptonshire County Council	8	8	0
Lincolnshire County Council	11.1	7.6	3.5
Peterborough City Council	8.9	7.2	1.7
Warwickshire County Council	10.6	4.2	6.4
Oxfordshire County Council	3.5	3.9	-0.4
Hertfordshire County Council	-0.9	-2.9	2

Table 7: Median Gender Pay Gap by regional Local Authority

Employer	Median % 17-18	Median % 18-19	MEDIAN DIFFERENCE 17-18 to 18-19
Nottinghamshire County Council	25.4	20.2	5.2
Derbyshire County Council	25.3	19.7	5.6
Cambridgeshire County Council	18	19	-1
Central Bedfordshire Council	18.2	18.1	0.1
Suffolk County Council	18.6	16.1	2.5
Warwickshire County Council	15.7	14.9	0.8
Bedford Borough Council	15.1	12.8	2.3
Milton Keynes Council	15	10	5
Norfolk County Council	9.7	9.8	-0.1
Birmingham City Council	9.2	9	0.2
Leicestershire County Council	20	9	11
Essex County Council	9.7	8.1	1.6
Northamptonshire County Council	6	5	1
Peterborough City Council	4.7	3.6	1.1
Oxfordshire County Council	0.1	3	-2.9
Lincolnshire County Council	13.3	2.1	11.2
Hertfordshire County Council	-0.4	1.9	-2.3
Buckinghamshire County Council	5.4	1.8	3.6

Appendix 7: Gender Pay Gap Action Plan

Theme:	Action and who is responsible	Measure
1. 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.
	<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.
	<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.
	<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. Who: Learning and Development/ HR Policy, Strategy and Workforce team	Learning and development programme established and implemented and the monitoring of attendance and impact of these initiatives.
2. Engagement Female employees are more likely to need to be encouraged to	<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. Who: Communications team and Senior Managers	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.

apply for new posts or development opportunities rather than apply for opportunities themselves	<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>	Networking groups established and being utilised – these will initially be established from cohorts of attendees from the learning and development initiatives outlined above.
3. Recruitment and selection We need to improve how we attract and retain females into roles where they are less represented.	<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> <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</p>	<p>Output of recruitment process review.</p> <p>E-recruitment data will illustrate number of females who have applied, been shortlisted and appointed to advertised posts.</p>
4. 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> <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 Policy, Strategy and Workforce 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 team</p>