

Gender Pay Gap Action Plan

Attract – Retain – Develop

Attract			Recruitment and Selection	
Action	Purpose	Detail	To commence from	Outcome
<p>Assign a GPG Lead from within the Management Team to lead on the delivery of the action plan.</p> <p>Responsibility for delivery – GPG Lead</p>	<p>To lead on the implementation of the GPG Action Plan.</p>	<p>The Head of Organisational Development will be responsible for and lead on the GPG Action Plan. A Focus and Delivery Group will be formed to help support the delivery of the plan across the organisation.</p> <p>The Chief Executive at this time asked for interested parties and met with staff and although feedback from staff was given there was very little appetite from staff to form a focus group. The work of this plan has therefore been embedded into the overall HR Work Plan.</p> <p>Following the publication of the 2019 Gender Pay Gap, the GPG Lead will encourage a small team of individuals to come together to work on key initiatives that form part of this action plan.</p>	<p>Focus group to be formed April 2019</p> <p>April 2020</p>	<p>Gender Pay Gap will be reduced and gender equality will be improved within the organisation.</p>
<p>Research GPG Reports/Action Plans from other organisations</p> <p>Responsibility for delivery – GPG Lead with GPG Focus Group</p>	<p>Compare the results of SKDC to other similar organisations, benchmarking with others will help define if SKDC gender pay gap is cause for concern.</p>	<ul style="list-style-type: none"> • Compare the results of SKDC with other organisations • Gain ideas and best practice from the action planning of others. <p>A review of the last 3 years of data will take place on the 1st April 2020, previous data has shown that similar district councils have similar issues in terms of services provided etc.</p> <p>Unfortunately due to other priorities, Covid19, Lockdown and focusing on staff wellbeing this work has yet to be developed.</p>	<p>April 2020</p> <p>Work to begin April 2020</p>	<p>Benchmarking information will be used to address any SKDC issues.</p>

<p>Job Adverts/Job Descriptions</p> <p>Responsibility for delivery – GPG Lead with GPG Focus Group</p>	<p>To ensure we encourage applicants who cannot work full-time or within standard “normal” office hours or settings.</p>	<p>Advertise our commitment to workplace flexibility in all recruitment processes highlighting opportunities for variations on full-time working hours.</p> <p>Agile and home working opportunities to suit the needs of the individual and the workplace should be promoted in line with the key values and behaviours set out in our Corporate Strategy.</p> <p>Ensure capability requirements are clear and that all noted essential skills are necessary and not just desirable allowing for technical skills to be learnt after recruitment. Research shows that women are unlikely to apply for a position unless they meet 100% of the requirements, whilst men will apply if they meet 60% of the requirements.</p> <p>All new Job Descriptions include flexibility in terms of working hours but also with regard to our values and behaviours. We will capture this further when we hold further Line Managers’ workshops. We are also undertaking a review of recruitment and selection processes and this will be included. However, we still need to continue to develop and educate line managers.</p>	<p>April 2019</p> <p>Ongoing updating of Job Descriptions 2020</p>	<p>Enhances the Authority’s reputation for inclusivity.</p>
<p>Introduce a programme to recruit returners to employment</p> <p>Responsibility for delivery – GPG Lead with GPG Focus Group</p>	<p>To provide opportunities to women that have been out of employment for an extended period of time</p>	<p>Returners are people who have taken a career break of a year or more for caring or other reasons and who are either not currently employed or are working in roles for which they are over-qualified.</p> <p>Developing a returner programme will give the Authority access to a pool of experienced people who either already have skills we need or who are easily able to acquire them. This may require the re-evaluation of some roles to address the viability of offering part-time/flexible opportunities.</p>	<p>June 2020</p>	<p>Provide a programme to support, encourage and develop returners and enhance the reputation of the Council</p>

		The HR Team are currently undertaking a review of the processes and procedures in relation to Recruitment and Selection, ensuring that we promote all the initiatives, policy and procedure that we currently have within the Council. As part of this review the GPG focus group will be asked to assist with this key project.	To begin April 2020	
Introduce diverse recruitment panels Responsibility for delivery – GPG Lead with GPG Focus Group	To reduce any potential of bias in the evaluation of candidates during the interview process.	All recruitment panels should have a least one “trained” member on the panel of 3 people and male/female representation where possible, Line management training took place in February/March 2020, and future training will be organised as and when required, as informed by HR Business Partner meetings.	April 2019 Feb 2020/ ongoing	Enhance the Authority’s reputation for inclusivity

Retain			Existing Workforce	
Action	Purpose	Detail	To commence from	Outcome
<p>Introduce Performance Self Assessments</p> <p>Responsibility for delivery GDP Lead and GDP Focus Group</p>	<p>To provide data on barriers to progression</p> <p>To provide an understanding of an individual's perception of their own abilities (strengths and weaknesses)</p> <p>To identify areas in which people excel and could pass on their skills, knowledge etc to others</p> <p>To identify development needs</p>	<p>There is some evidence that women underestimate their abilities or are more conservative in their assessment of their abilities than men are.</p> <p>Self-assessment allows people to review their own performance and abilities. This performance review would form part of the appraisal process and include reviews by the individual's manager and peers to give a rounded view. As staff are encouraged more and more to work autonomously we must ensure they have the confidence to fulfil their role</p> <p>We are currently developing a new Performance Management process, which will introduce a "performance model" as part of the "check in" process, so all staff will have the opportunity to discuss their strengths and any development opportunities with their immediate Line Manager. (Training will be provided to all Line Managers on performance management).</p>	<p>June 2019</p> <p>Begins April 2020/ongoing/slight delay due to the OD Team focus being on Covid19 Incident Team/Room</p>	<p>Staff better engaged in the process of reviewing performance and setting job and career goals as they acquire an accurate view of how the work they do impacts on the workplace</p>
<p>Flexible Working for all</p> <p>Responsibility for delivery GPG Lead and GDP Focus Group</p>	<p>To enable a means of flexible working across SKDC that is open to all (subject to actual business need)</p>	<p>Whilst there are some areas where flexible working is (because of business need) restricted, barriers to a flexible approach need to be removed. A corporate approach which encourages both women and men to work flexibly will ensure the programme is administered in an equitable manner. Senior managers should role model working flexibly.</p> <p>Flexible working is already in place and has been for a number of years. Ongoing action is however required to further promote flexible working across the Authority to help</p>	<p>Ongoing</p>	<p>SKDC is seen as a fair and flexible employer that values and empowers its staff. Creates a positive employer brand for future job applicants and helps retain staff whose personal</p>

		<p>dispel the impression (of some) that presence equals worth within the organisation.</p> <p>As an organisation we continue to promote flexibility and flexible working, in the past, staff have commented on inconsistency in some areas, although we appreciate that not all areas can have the same flexibility due to service provision, we continue to discuss with managers, opportunities and ways to enable flexibility and will be undertaking a staff survey in October to gain further feedback from staff on the subject.</p>	March 2020 and ongoing	circumstances have changed
<p>Promote the opportunity for shared parental leave</p> <p>Responsibility for delivery HR in collaboration with the Communications Team</p>	To reduce the gender pay gap that may be experienced by women who return to the work environment after having children	<p>Research shows that the gender pay gap is significantly greater in some organisations after women have children. This gap can be reduced through advocating shared parental leave.</p> <p>Shared parental leave policy already in place. Ongoing action is required to further promote the opportunity of shared parental leave</p> <p>Promotion of Parental Leave has taken place and we continue to do so, however, in general the uptake is low.</p>	<p>Ongoing</p> <p>Ongoing</p>	Improvement in the diversity and skill within the workplace and a reduction in the gender pay gap

Develop		Training and Development		
Action	Purpose	Detail	To commence from	Outcomes
<p>First Time Line Managers Programme</p> <p>Responsibility for delivery Organisational Development and Change, working with HR</p>	To provide training to staff in leadership positions and to those who aspire to be in leadership positions	<p>The First Time Line Managers Programme has been developed and will be delivered in “bite size” sessions throughout April/May. Topics available to those on this programme will include:</p> <ul style="list-style-type: none"> • Recruitment and Selection • Absence management • Performance Management • Communications • Disciplinary/Redundancy • Flexible Working • Itrent (HR System) <p>The next workshops for first time managers/refreshers for current managers took place in February/March 2020.</p>	<p>April 2019</p> <p>Begins Feb 2020 and ongoing</p>	Appropriately trained officers who understand and are able to utilise management tools available
<p>Introduce mandatory recruitment and selection training</p> <p>Responsibility for delivery - GPG Lead with GPG Focus Group</p>	To ensure consistency in the recruitment and selection of potential employees. To ensure equality throughout the process	<p>Learning and development opportunity for all staff involved in the recruitment and selection process. Training to include modules on:</p> <ul style="list-style-type: none"> • Recruitment and Selection Policy and Procedures • Attracting/Branding/Targeting • Interview techniques • Unconscious Bias (First Impressions) awareness. <p>Update – training on recruitment and selection has taken place and we delivered 3 sessions in Feb and March as part of the Line Management Development Workshops. Business Partner meetings with Senior HR Officers will take place during 2020 and any further learning and</p>	<p>Summer 2019 and ongoing</p> <p>Summer 2020 and ongoing</p>	Trained recruitment panels able to utilise a number of techniques to identify the strengths of candidates.

		development requirements will be picked up at these meetings.		
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