

| Date Added | Action No | Designated Action | Progress Made 2018 | Progress Required 2019 | Progress Made 2019 | Progress Required 2020 | Progress Required 2021 | Date to be delivered | Enabler |
|------------|-----------|---|---|---|---|---|--|----------------------|---|
| 01/01/2018 | 1 | Investigate how gender pay gap findings can support improving gender pay profile e.g. interviews with employees to identify why they are attracted to particular roles and not others, positive action statements in recruitment, work to remove stereotypes associated with particular roles and other positive action initiatives | Steps already taken to review and improve wording in adverts & images on website to remove any gender bias. | To be investigated further by interviewing current employees re attraction | Targeted work ongoing e.g. engaging with the public via Facebook and Instagram, engaging with previous candidates and investigating details in exit questionnaires etc. A recruitment review is also underway & will look at this in more detail. Data collated from Diversity and Inclusion set for the Investors In People shows 18/7% of people strongly agree and 44.8% of people agree the Council is committed to recruiting a diverse workforce. | Recruitment Review to be completed. Recruitment Team to also develop a video to promote the various roles within the Council to assist in improving the gender pay profile e.g. there is an Occupational Gender Segregation within Grades 1-3 where there is a higher female representation than males in particular roles. | Carried Forward from 2020 - Recruitment Team to continue promoting the various roles within the Council to assist in improving the gender pay profile, but needs to be across the board not just in Grades 1-3. This also forms a bigger piece of ongoing work in respect of career progression pathways. Workforce planning are also supporting services with their workforce plans. Questions over whether demographic is likely to change based on current evidence. | 30/03/2022 | OD-People Strategy/ Apprenticeship Strategy/Recruitment Strategy |
| 01/01/2020 | | | | | | Investigate how the Council can identify better career pathways for those in lower grades. | Carried Forward from 2020 -This forms a bigger piece of ongoing work in respect of career progression pathways for all grades. Workforce planning also working closely with services on their work force plans. | 30/03/2022 | OD-People Strategy/ Apprenticeship Strategy/Recruitment Strategy |
| 01/01/2018 | 3 | Assess whether (and extent to which) occupational gender-segregation or gender imbalance in promotional opportunities are part of the cause for the over-representation of women in particular grades. (for example Grades 1-3) | Same as action 1 progress made. | Further analysis required on length of time in role to identify if people are getting stuck at particular levels. | No progress made | Need evidence to support this, therefore could include section on career development & aspirations on next employee survey | Carried Forward from 2020 -This forms a bigger piece of ongoing work in respect of career progression pathways for all grades. Evidence/data still required to support previous points, but for all levels not just Grades 1-3. Analysis required to identify if there are opportunities for people to progress and if there is, explore the reasons why people are not progressing. Workforce Planning also working closely with services on their workforce plans. Questions over whether demographic is likely to change based on current evidence. | 30/03/2022 | OD-People Strategy |

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| | | | Analysis of gender by grade and recruitment data undertaken and appropriate challenge being undertaken to prevent any gender bias | Further analysis required on applicant pools in different fields and how this compares against actual applicants. | No progress made | To be picked up through recruitment review. | Carried Forward from 2020 - To be picked up through work as part of the councils recruitment campaign and the Inclusivity plan. | 30/03/2022 | OD-People Strategy/Recruitment Strategy/ |
| | | | Measurement from Employee Survey shows positive shifts in cultural change moving in the right direction | Compare with data in next Employee Survey | Data collated from the Diversity and Inclusion set for the Investors In People shows that 15.1% of people strongly agree and 36.3% of people agree that the Council has a culture where everyone feels respected. | Measurement required from employee survey going out in 2020. | Carried Forward from 2020 - To be picked up through work involved in the Inclusivity Plan. | 30/03/2022 | OD-People Strategy |
| 01/01/2019 | 10 | Analyse leavers by gender and seniority each year to identify if a higher % of females are leaving more quickly than males (particularly in higher paid positions) and reasons why. | N/A | N/A | Process issue identified as current gap in terms of exit arrangements. Complete route & branch review which is currently underway. | Route & Branch review to be completed to compliment work on Success Factors. In addition to undertake (as & when) gender pay gap on protected characteristics once data available. | Route and branch review of pay grades now complete. Reward Team to undertake analysis of leavers by Gender at Grades 12+ | 30/03/2022 | OD-People Strategy |