



Gender Action Plan 2019/20

Introduction

Yorkshire Ambulance Service NHS Trust is committed to reducing our gender pay gap and this is our 2nd publication against this standard.

April 2017 saw the introduction of the Government regulation setting out the requirement for public sector bodies in England with 250 or more employees to publish their gender pay and bonus gap. Yorkshire Ambulance Service NHS Trust, as an organisation that employs more than 250 people, has met our contractual requirement of submitting gender pay gap data to the Government for two consecutive years i.e. 31 March 2017 and 31 March 2018.

For the 2018 results we have produced an action plan that builds on the good progress we have made to narrow the gender pay gap but also provides detail on work planned to advance gender equality more generally. The action plan below has been developed into five themes to reflect the Trust's People Strategy.

- Culture and Leadership
- Recruitment, Retention and Resourcing
- Employee Voice
- Health and Wellbeing
- Education and Learning

Monitoring and Evaluation

The action plan will be monitored by the Diversity and Inclusion Strategy Group (DISG) and Strategic Workforce Group on a quarterly basis, and through the Trust Management Group and Trust Board for end of year assessment and evaluation.

Gender Pay Data

The following data was collected on 31 March 2018 when our workforce comprised 2,512 (52%) men and 2,310 (48%) women. Data for 2017 has also been added to show two clear years of information for the purpose of comparison.

Average Gender Pay Gap as a Mean Average

(Mean calculated as the sum of all values (hourly rated) divided by the number of staff)

Table 1

Average Hourly Rate	2017	2018
Male:	£12.72	£13.04
Female:	£11.88	£12.36
Gap:	6.60%	5.25% 

2017:



2018:



The mean average pay gap fell by 1.35%, from 6.60% in 2017 to 5.25% in 2018. (Men's mean average hourly pay increased by £0.32 and women's by £0.48)

Average Gender Pay Gap as a Median Average

(Median is calculated with each pay list being separated by gender and then put in order from lowest to highest and the middle number taken)

Table 1

Median Hourly rate	2017	2018
Male:	£11.48	£11.60
Female:	£10.40	£10.87
Gap:	9.39%	6.26% 

2017



2018



The median average gender pay gap fell by 3.13%, from 9.39% in 2017 to 6.26% in 2018. (Men's median average hourly pay increased by £0.12 and women's by £0.47).

Average Bonus Gender Pay Gap as a Mean Average

The Trust has not paid any bonus payments to staff.

Average Bonus Gender Pay Gap as a Median Average

The Trust has not paid any bonus payments to staff.

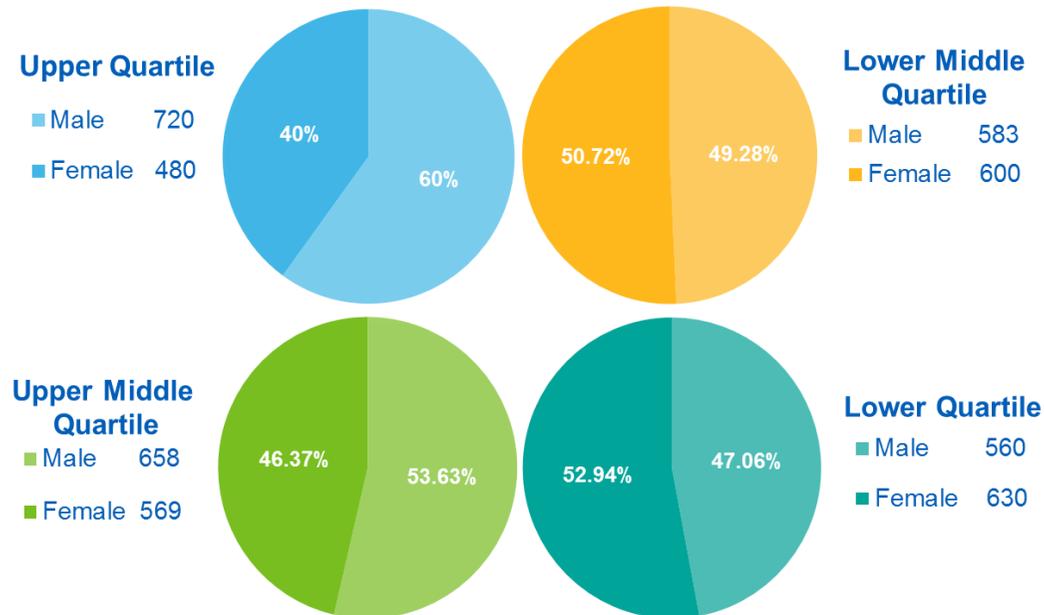
Proportion of Males Receiving a Bonus Payment and Proportion of Females Receiving a Bonus Payment

The Trust has not paid any bonus payments to staff.

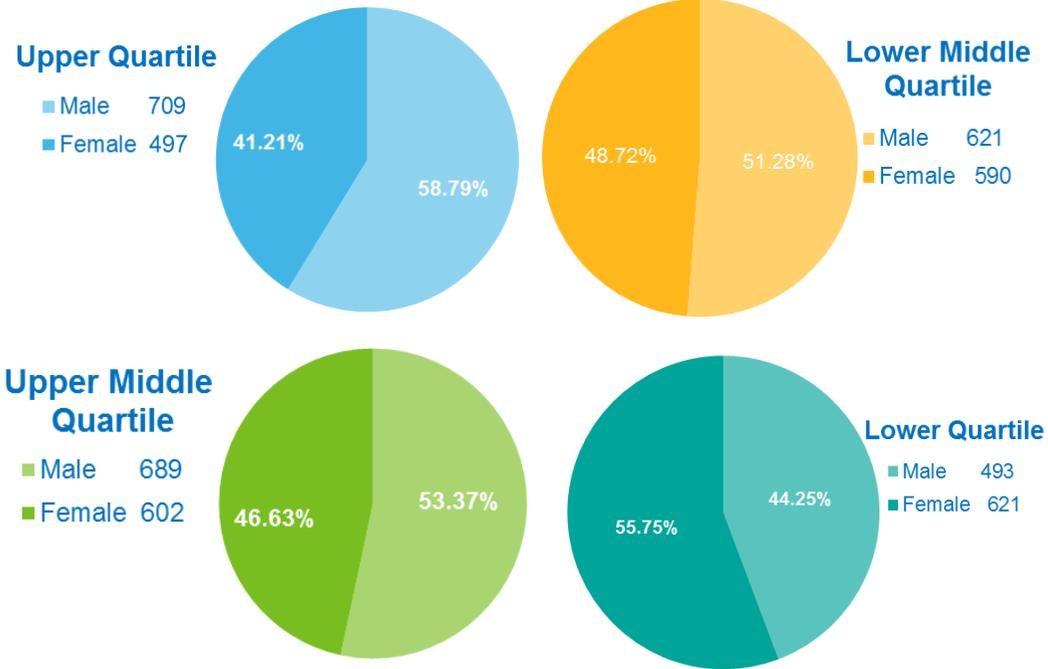
Proportion of Males and Females when Divided into Four Groups Ordered from Lowest to Highest Pay

The data below ranks our whole-time equivalent employees from highest to lowest paid, divided into four equal parts (quartiles) and then works out the percentage of men and women in each. The lower quartile represents the lowest salaries in the Trust and the upper quartile represents the highest salaries.

2017



2018



Gender: Summary Action Plan 2019/20

	Objective	YAS Action	Further Details
1.0	Leadership and Culture		
1.1	Staff will work in an environment free from bullying, harassment and discrimination	Design and plan with a 'Say Yes to Respect' Campaign to promote	3
1.2	Ensure gender representation on decision making forums	Consider the roles staff from protected groups hold on decision making boards and consider opportunities to chair/deputy chair.	3
2.0	Recruitment, Retention and Resourcing		
2.1	Ensure that recruitment and selection practices are inclusive for staff and prospective applicants regardless of gender	Analysis of recruitment and selection data and use improvement methodologies in R&S processes	4
2.2	To hold comprehensive and accurate workforce data on all protected characteristics for all staff	Monitor and understand workforce data in relation to protected characteristics of all our staff	4
3.0	Employee Voice		
3.1	Examine gender issues experienced by staff to improve the staff experience and increase retention	Cultural Ambassadors will provide a conduit for staff to the Employee Voice Network. Develop a Gender Staff Network.	5
4.0	Health and Wellbeing		
4.1	To ensure that the Health and Wellbeing Services meet the gender specific needs of staff	Health and wellbeing services and policies to be Equality Impact Assessed to ensure that they meet the gender specific needs of staff	6
5.0	Education and Learning		
5.1	To have strategies to equip and support staff to progress in YAS regardless of gender	Equality Impact Assessments are completed for training and programmes are reviewed for inclusivity	7
5.2	To have enabling strategies that support staff to succeed regardless of gender	To work with other Trust's staff networks to gather intelligence on good practice and staff have role models at a senior level	8

Gender – Action Plan 2019/20

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2019	Indicators of improvement	Progress												
1.0	Leadership and Culture																		
1.1	Staff work in an environment free from bullying, harassment and discrimination	Develop a culture of dignity and respect for all staff through the “Say Yes to Respect” campaign.	Head of D&I	March 2020	Not Applicable	<p>Fewer cases of conflict/ harassment going through formal processes</p> <p>Staff are aware of the Mediation Service and feel comfortable accessing it</p> <p>Staff feel confident about reporting incidences of bullying and harassment regardless of gender</p>	<p>A Dignity and Respect Policy was approved in 2019.</p> <p>A dedicated Task and Finish Group has met to develop ‘Say Yes to Respect’ Campaign to ensure Professional Behaviours in the Workplace. Campaign to commence October – December 2019</p>												
1.2	Ensure gender representation on decision making forums	Consider the roles staff from protected groups hold on decision making boards and consider opportunities to chair/deputy chair.	Associate Director of Corporate Affairs	August 2020	<p>As at 31st March 2019:</p> <p>Trust Board</p> <table border="1"> <thead> <tr> <th>Men</th> <th>Women</th> </tr> </thead> <tbody> <tr> <td>11</td> <td>4</td> </tr> </tbody> </table> <p>Executive Team</p> <table border="1"> <thead> <tr> <th>Men</th> <th>Women</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>2</td> </tr> </tbody> </table> <p>Trust Management Group</p> <table border="1"> <thead> <tr> <th>Men</th> <th>Women</th> </tr> </thead> <tbody> <tr> <td>13</td> <td>10</td> </tr> </tbody> </table>	Men	Women	11	4	Men	Women	5	2	Men	Women	13	10	<p>Decisions do not impact negatively in respect of any gender</p> <p>Decisions take into account the needs all genders</p>	
Men	Women																		
11	4																		
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No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2019	Indicators of improvement	Progress				
2.0	Recruitment, Retention and Resourcing										
2.1	Ensure that recruitment and selection practices are inclusive for all prospective applicants regardless of gender	<ul style="list-style-type: none"> Analyse recruitment data to explore drop-out rates by roles and service areas Identify reasons and trends for drop outs Implement improvement (including candidate reach and direct feedback) 	Recruitment Manager/Head of D&I	March 2020	Average gender pay gap: <table border="1" data-bbox="1261 347 1585 411"> <thead> <tr> <th>Men</th> <th>Women</th> </tr> </thead> <tbody> <tr> <td>£13.04</td> <td>£12.36</td> </tr> </tbody> </table> Gap: 5.25%	Men	Women	£13.04	£12.36	All selection panels are adequately trained on diversity and inclusion and unconscious bias. R&S panels have all gender representation, Recruitment literature carries an inclusive statement YAS workforce is representative of the community we serve	The gender pay gap for 2018 was a significant reduction on 2017. A set of metrics is under development for submission quarterly to Strategic Workforce Group Recruitment policies and literature are being reviewed to ensure those with protected characteristics are welcomed to apply for roles
Men		Women									
£13.04		£12.36									
Review and analyse inclusivity of recruitment materials (including where adverts are placed).	Recruitment Manager	March 2020									
Explore opportunities for more flexible or alternative shift working across the organisation. Consider how this could be introduced into a wider range of roles, particularly at senior levels	Senior HR Business Partners and Gender Network and Head of D&I	September 2020									
2.2	To hold comprehensive workforce data on all protected characteristics for staff	Strategic Workforce Group (SWG) to monitor the workforce data in relation to: <ul style="list-style-type: none"> Applications/ Shortlisting/ Recruitment 	Director of Workforce and OD	March 2020	Not applicable	The following mandated and published work programmes benefit from equality monitoring data	A set of metrics is under development for submission quarterly to the Strategic Workforce Group				

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2019	Indicators of improvement	Progress
		<ul style="list-style-type: none"> Promotion/career progression/secondment Pay and reward Flexible working Employee relations case work Access to training & development Staff satisfaction Leavers/Turnover <p>Monitor the make-up of the Trust's workforce in relation to all protected characteristics via the annual Equality and Diversity Report and to complete mandated reports to NHS England</p>	Head of Diversity and Inclusion (D&I)	March 2020		<ul style="list-style-type: none"> Workplace Disability Equality Scheme (WDES) Workplace Race Equality Scheme (WRES), Equality & Diversity System 2 (EDS2) Gender pay gap report <p>YAS workforce is representative of the community we serve</p>	Standard reporting templates developed and standard reports published annually (with quarterly updates to in place).
3.0	Employee Voice						
3.1	Examine gender issues experienced by staff to improve staff experience and increase retention	<p>Launch and embed the Cultural Ambassador Network to act as key conduits in raising gender specific issues</p> <p>Gather feedback from attendees at the Northern Ambulance Alliance (NAA) Women's conference ("<i>Some women are born leaders</i>") that will contribute to the</p>	<p>Head of Leadership and OD/ Head of D&I</p> <p>Head of Leadership and OD/ Head of D&I</p>	<p>March 2020</p> <p>December 2019</p>	Not applicable	<p>Staff across YAS feel engaged and listened to through various engagement mechanisms regardless of gender.</p> <p>Staff are aware of the Mediation Service and feel comfortable</p>	<p>The Employee Voice Network will be launched during October 2019.</p> <p>Outcomes from the Some Leaders are Born Women Conference are being developed</p>

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2019	Indicators of improvement	Progress
		development of a dedicated gender equality action plan to support existing and future women managers and leaders Establish a Network with ToR to consider gender issues	Head of Leadership and OD/ Head of D&I	December 2019		accessing it	
4.0	Health and Wellbeing						
4.1	To ensure that the Health and Wellbeing Services reflects the gender specific needs of staff	Undertake an Equality Impact Assessment on the Health and Wellbeing Services and ensure that the gender specific needs of staff are met	Head of Health & Wellbeing	March 2020	Not applicable	Staff feel their physical, mental and psychological needs are met regardless of gender	EIA for the Trust's Occupational Health Services is complete. Health and Wellbeing Policy is in development
5.0	Education and Learning						
5.1	To have strategies that equip staff to progress in their careers at YAS regardless of their gender	Review development programmes from an inclusion perspective to ensure staff are not disadvantaged due to their gender: <ul style="list-style-type: none"> in the training room, incl. accessible venues, materials, equipment to access learning 	Head of Leadership and OD	Aug 2020 and ongoing thereafter		D&I Team deliver training to all managers Staff attendance on management /leadership programmes has an equal gender balance	Diversity and inclusion is a key component of the Leadership Induction programme. All new and existing managers are expected to attend

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2019	Indicators of improvement	Progress
		and development opportunities					
		Ensure equality, diversity and Human Rights embedded into training	Head of YAS Academy	March 2020			
		Monitor take-up of L&D opportunities by protected characteristic, including at events designed to improve learning e.g. conferences, seminars.	Head of YAS Academy	March 2020			
5.2	To have enabling strategies that support staff to succeed regardless of their gender	Analyse the data of progression of male staff in proportion to female staff and consider any improvements for recruitment to address identified areas	Head of D&I	March 2020		Staff feel they have equal access to progression and are not disadvantaged as a result of their gender.	Good engagement with the national Ambulance Staff networks
		D&I team to link in with other gender staff forums across UK, in particular the NHS to source good practice.	Head of D&I	December 2019		Staff have role models at a senior level	
		Link to a wider NAA Gender Forum to gather sector intelligence and	Head of D&I	March 2020		The Trust has intelligence relating to good practice from other Trust's staff forums	

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2019	Indicators of improvement	Progress
		<p>share initiatives that support women in particular, but also male staff who may be experiencing disadvantage in similar circumstances, for example caring responsibilities, work-life balance, etc.</p> <p>Managers to act as role models and in some cases as mentors for junior staff from the staff networks.</p>	Head of Learning and OD/ Head of D&I	March 2020			