



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 result's 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: Summary Action Plan 2019/2020

| | 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 diversity balance 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 | Staff have confidence in declaring their protected characteristics on ESR regardless of gender | Develop a campaign to improve confidence in protected characteristics declaration | 5 |
| 3.2 | 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 a ‘Yes to Respect Campaign to ensure Professional Behaviours in the Workplace. Campaign to commence October – December 2019</p> | | | | | | | | | | | | |
| 1.2 | Ensure gender diversity balance 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 | | | | | | | | | | | | | | | | | | |
| Men | Women | | | | | | | | | | | | | | | | | | |
| 5 | 2 | | | | | | | | | | | | | | | | | | |
| Men | Women | | | | | | | | | | | | | | | | | | |
| 13 | 10 | | | | | | | | | | | | | | | | | | |

| 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) <p>Review and analyse inclusivity of recruitment materials (including where adverts are placed).</p> <p>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</p> | <p>Recruitment Manager/Head of D&I</p> <p>Recruitment Manager</p> <p>Senior HR Business Partners and Gender Network and Head of D&I</p> | <p>March 2020</p> <p>March 2020</p> <p>September 2020</p> | <p>Average gender pay gap:</p> <table border="1"> <thead> <tr> <th>Men</th> <th>Women</th> </tr> </thead> <tbody> <tr> <td>£13.04</td> <td>£12.36</td> </tr> </tbody> </table> <p>Gap: 5.25%</p> | Men | Women | £13.04 | £12.36 | <p>All selection panels are adequately trained on diversity and inclusion and unconscious bias.</p> <p>R&S panels have all gender representation,</p> <p>Recruitment literature carries an inclusive statement</p> <p>YAS workforce is representative of the community we serve</p> | <p>The gender pay gap for 2018 was a significant reduction on 2017.</p> <p>A set of metrics is under development for submission quarterly to Strategic Workforce Group</p> <p>Recruitment policies and literature are being reviewed to ensure those with protected characteristics are welcomed to apply for roles</p> |
| Men | Women | | | | | | | | | | |
| £13.04 | £12.36 | | | | | | | | | | |
| 2.2 | To hold comprehensive workforce data on all protected characteristics for staff | <p>Strategic Workforce Group (SWG) to monitor the workforce data in relation to:</p> <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 Employee relations case work Access to training & development Staff satisfaction <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 | Staff have confidence in declaring their protected characteristics on ESR regardless of gender | Develop a communication campaign so that staff feel confident about self-recording their protected characteristics on ESR. | Head of D&I/ Corporate Comms | Oct 2019 | The Trust has 100% of staff recorded with a gender. | The Trust has accurate records of all protected characteristics | Communication campaign currently being developed |
| 3.2 | Examine gender issues experienced by staff to improve staff experience and increase | Launch and embed the Cultural Ambassador Network to act as key conduits in raising gender specific issues Gather feedback from | Head of Leadership and OD/ Head of D&I Head of | March 2020 December | Not applicable | Staff across YAS feel engaged and listened to through various engagement mechanisms | The Employee Voice Network will be launched during October 2019. Outcomes from the |

| No | Objective | Specific action | Lead | Timeline | Relevant Workforce Gender Data 2019 | Indicators of improvement | Progress |
|------------|---|--|---|-------------------------------------|-------------------------------------|--|---|
| | retention | <p>attendees at the Northern Ambulance Alliance (NAA) Women's conference ("<i>Some women are born leaders</i>") that will contribute to the development of a dedicated gender equality action plan to support existing and future women managers and leaders</p> <p>Establish a Network with ToR to consider gender issues</p> | <p>Leadership and OD/ Head of D&I</p> <p>Head of Leadership and OD/ Head of D&I</p> | <p>2019</p> <p>December 2019</p> | | <p>regardless of gender.</p> <p>Staff are aware of the Mediation Service and feel comfortable accessing it</p> | <p>Some Leaders are Born Women Conference are being developed</p> |
| 4.0 | Health and Wellbeing | | | | | | |
| 4.1 | To ensure that the Health and Wellbeing Services reflects the gender specific needs of staff | <p>Undertake an Equality Impact Assessment on the Health and Wellbeing Services and ensure that the gender specific needs of staff are met</p> <p>Ensure that gender specific needs of staff are met under the Health and Wellbeing Policy</p> | <p>Head of Health & Wellbeing</p> <p>Head of Health & Wellbeing</p> | <p>March 2020</p> <p>March 2020</p> | Not applicable | <p>Staff feel their physical, mental and psychological needs are met regardless of gender</p> | <p>EIA for the Trust's Occupational Health Services is complete.</p> <p>Health and Wellbeing Policy is in development</p> |
| 5.0 | Education and Learning | | | | | | |

| No | Objective | Specific action | Lead | Timeline | Relevant Workforce Gender Data 2019 | Indicators of improvement | Progress |
|-----|--|---|--|--|-------------------------------------|---|---|
| 5.1 | To have strategies that equip staff to progress in their careers at YAS regardless of their gender | <p>Review development programmes from an inclusion perspective to ensure staff are not disadvantaged due to their gender:</p> <ul style="list-style-type: none"> in the training room, incl. accessible venues, materials, equipment to access learning and development opportunities <p>Ensure equality, diversity and Human Rights embedded into training</p> <p>Monitor take-up of L&D opportunities by protected characteristic, including at events designed to improve learning e.g. conferences, seminars.</p> | <p>Head of Leadership and OD</p> <p>Head of YAS Academy</p> <p>Head of YAS Academy</p> | <p>Aug 2020 and ongoing thereafter</p> <p>March 2020</p> <p>March 2020</p> | | <p>D&I Team deliver training to all managers</p> <p>Staff attendance on management /leadership programmes has an equal gender balance</p> | <p>Diversity and inclusion is a key component of the Leadership Induction programme. All new and existing managers are expected to attend</p> |
| 5.2 | To have enabling strategies that support staff to succeed regardless of their gender | HR and D&I Team to develop a Gender Staff Network to identify opportunities to overcome barriers to progression and career development | 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 |

| No | Objective | Specific action | Lead | Timeline | Relevant Workforce Gender Data 2019 | Indicators of improvement | Progress |
|----|-----------|---|---|--|-------------------------------------|---|----------|
| | | <p>D&I team to link in with other gender staff forum's across UK, in particular the NHS to source good practice.</p> <p>Link to a wider NAA Gender Forum to gather sector intelligence and 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> | <p>Head of D&I</p> <p>Head of D&I</p> <p>Head of Learning and OD/ Head of D&I</p> | <p>December 2019</p> <p>March 2020</p> <p>March 2020</p> | | <p>Staff have role models at a senior level</p> <p>The Trust has intelligence relating to good practice from other Trust's staff forums</p> | |