Gender Action Plan 2020/21

Introduction

Yorkshire Ambulance Service NHS Trust is committed to reducing our gender pay gap and this is our 3rd 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 three consecutive years..

For the 2019 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 2020/2021

	Objective	YAS Action	Further Details
1.0	**Culture and Leadership**		
1.1	Staff will work in an environment free form 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 2020/21

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2019	Indicators of improvement	Progress
1.0	**Culture and Leadership**						
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. This includes any behaviour considered to disrespectful as a result of gender.	Head of D&I	Sept 2020	Not Applicable	Fewer cases of conflict/ harassment going through formal processes Staff are aware of the Mediation Service and feel comfortable accessing it Staff feel confident about reporting incidences of bullying and harassment regardless of gender	A Dignity and Respect Policy was approved in 2019. **January 2020** – Say Yes to Respect campaign launched on 9 January 2020 with two further sessions on 27 January and 3 February. Train the Trainer notes to be developed to enable managers across the organisation to roll-out the initiative in a consistent manner **March 2020 -** Roll out plan of SYTR being developed
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	December 2020	As at 31st March 2020: Trust Board <table><tr><td>Men</td><td>Women</td></tr><tr><td>11</td><td>4</td></tr></table> Executive Team <table><tr><td>Men</td><td>Women</td></tr><tr><td>5</td><td>2</td></tr></table> Trust Management Group <table><tr><td>Men</td><td>Women</td></tr><tr><td>13</td><td>12</td></tr></table>	Decisions do not impact negatively in respect of any gender Decisions take into account the needs all genders	**March 2020** – Chair of TMG is rotated through male and female members. Trust Board is chaired by Kath Lavery. Further work on Women on Boards is being undertaken. TMG: 2 additional female members has increased the male/female ratio.

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**	• 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 2021	Average gender pay gap (mean): 5.21% 	Men	Women
---	---
£13.57	£12.86		All selection panels are adequately trained on diversity and inclusion and unconscious bias. R&S panels have all gender representation,	The median gender pay gap has reduced year on year. The mean pay gap reduced in 2018 but rose slightly in 2019. A set of metrics is under development for submission quarterly to Strategic Workforce Group Recruitment data is being reviewed to ensure that meaningful analysis can be undertaken.
		Review and analyse inclusivity of recruitment materials (including where adverts are placed).	Recruitment Manager	July 2020		Recruitment literature carries an inclusive statement YAS workforce is representative of the community we serve	Adverts have been updated to include an inclusive statement. Job descriptions and person specifications to be reviewed to ensure that criterion is inclusive.
		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 level	HR Business Partners and Head of D&I	Sept 2020		Recruitment policies and literature are being reviewed to ensure those with protected characteristics are welcomed to apply for roles Flexible working policy is inclusive and modern	Literature has been reviewed to ensure it is inclusive. Further work required on all documentation. A Family Friendly workshop took place during March 2020 to progress its further implementation. Flexible Working Policy at PDG for discussion during March 2020.

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2019		Indicators of improvement	Progress
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: • Applications/ Shortlisting/ Recruitment • Pay and reward • Employee relations case work • Access to training & development • Staff satisfaction	Director of Workforce and OD	June 2020	Men 50.46%	Women 49.54%	The following mandated and published work programmes benefit from equality monitoring data • Workplace Disability Equality Scheme (WDES) • Workplace Race Equality Scheme (WRES), • Equality & Diversity System 2 (EDS2) • Gender pay gap report	A set of metrics is under development for submission quarterly to the Strategic Workforce Group. Arising issues will be addressed where identified. Standard reporting templates developed and standard reports published annually (with quarterly updates to in place).
		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	Head of Diversity and Inclusion (D&I)	March 2021	Men 50.46%	Women 49.54%	YAS workforce is representative of the community we serve. In the 2011 census the population of Yorkshire and The Humber was made up of approximately 51% females and 49% males	Male/Female ratio is closer to 50/50 split.

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2019	Indicators of improvement	Progress
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 2020	The Trust has 100% of staff recorded with a gender.	The Trust has accurate records of all protected characteristics	March 2020 – Diversity census is being planned for June 2020.
3.2	**Examine gender issues experienced by staff to improve staff experience and increase retention**	Launch and embed the Cultural Ambassador Network to act as key conduits in raising gender specific issues Gather feedback from attendees at the Northern Ambulance Alliance (NAA) Women's conference (*"Some women are born leaders"*) that will contribute to the development of a dedicated gender equality action plan to support existing and future women managers and leaders	Head of Leadership and OD/ Head of D&I	Complete	Not applicable	Staff across YAS feel engaged and listened to through various engagement mechanisms regardless of gender.

Staff are aware of the Mediation Service and feel comfortable accessing it | **January 2020** – Employee Voice Network launched in October 2019 and the Cultural Ambassador Network has met several times and is beginning to gain momentum. The most recent Employee Voice Network and Cultural Ambassador event was held on 6 February 2020.

Around 60 Cultural Ambassadors in place and active within the Trust. The focus of activities to date has been focused on both the Diversity and Inclusion (Say Yes to Respect), and the Health and Wellbeing agenda

The second NAA Women's conference is with the theme 'Lift as you Climb' (Postponed). As |

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2019	Indicators of improvement	Progress
		Establish a Network with ToR to consider gender issues	Head of Leadership and OD/ Head of D&I	June 2020			part of the conference, attendees will be asked some key questions for the focus of a NAA Women's network. Plans for a local gender network are in very early development and will progress further pending the outcome of the NAA Women's conference discussions.
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	Complete	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.
		Ensure that gender specific needs of staff are met under the Health and Wellbeing Policy	Head of Health & Wellbeing	Sept 2020			**January 2020** – Health and Wellbeing Policy has been developed and is currently going through the governance process for approval and adoption.
5.0	**Education and Learning**						
5.1	**To have strategies that equip staff to progress in their careers at YAS**	Review development programmes from an inclusion perspective to	Head of Leadership and OD	Aug 2020		D&I Team deliver training to all managers Staff attendance on management /	Diversity and inclusion is a key component of the Leadership Induction programme. All new and existing managers are

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2019	Indicators of improvement	Progress
	regardless of their gender	ensure staff are not disadvantaged due to their gender: • in the training room, incl. accessible venues, materials, equipment • to access learning and development opportunities				leadership programmes has an equal gender balance	expected to attend **January 2020 -** Values and Behaviours embedded into Corporate Induction and Apprenticeship Induction. Course Approvals require Equalities data to complete applications and all programmes recorded on OLM can now provide an equalities report
		Ensure equality, diversity and Human Rights embedded into training	Head of YAS Academy	March 2021			
		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 2021			
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	Head of D&I	March 2021		Staff feel they have equal access to progression and are not disadvantaged as a result of their gender. Staff have role models	Good engagement with the national Ambulance Staff networks **January 2020** The second NAA Women's conference with

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2019	Indicators of improvement	Progress
		to progression and career development				at a senior level	the theme 'Lift as you Climb' as part of the conference attendees will be asked some key questions for the focus of a NAA Women's network.
		D&I team to link in with other gender staff forum's across UK, in particular the NHS to source good practice.	Head of D&I	December 2020		The Trust has intelligence relating to good practice from other Trust's staff forums	
		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.	Head of D&I	Complete			Plans for a local gender network are in very early development and will progress further pending the outcome of the NAA Women's conference discussions.

Early discussions at the January NAA Women's working group relating to a mentoring programme as part of a gender network. |
| | | Managers to act as role models and in some cases as mentors from the staff networks. | Head of Learning and OD/ Head of D&I | March 2021 | | | |