



<b>MEETING TITLE</b> Trust Board Meeting held in Public		<b>MEETING DATE</b> 28/04/2022	
<b>TITLE of PAPER</b>		Gender Pay Gap Statutory Reporting for 2021	<b>PAPER REF</b> TB22.006
<b>KEY PRIORITIES</b>		Attract, develop and retain a highly skilled, engaged and diverse workforce	
<b>PURPOSE OF THE PAPER</b>		This paper reports the 2021 Gender Pay Gap data and accompanying action plan, which aims to address the gap between male and female pay.	
<b>For Approval</b>		<input type="checkbox"/>	<b>For Assurance</b>
<b>For Decision</b>		<input type="checkbox"/>	<b>Discussion/Information</b>
<b>AUTHOR / LEAD</b>	Suzanne Hartshorne, Deputy Director of People & OD, Joanne Lancaster, Diversity and Inclusion Advisor	<b>ACCOUNTABLE DIRECTOR</b>	Mandy Wilcock, Director of People and Organisational Development
<b>DISCUSSED AT / INFORMED BY –</b>			
<b>PREVIOUSLY AGREED AT:</b>		<b>Committee/Group:</b> Diversity and Inclusion Steering Group Joint Steering Group Trust Management Group	<b>Date:</b> 8 <sup>th</sup> March 2022 17 <sup>th</sup> March 2022 23 <sup>rd</sup> March 2022
<b>RECOMMENDATION(S)</b>		It is recommended that the Trust Board: <ul style="list-style-type: none"> <li>Note the contents of this report</li> <li>Support the next steps and actions to reduce the Trust's pay gap.</li> </ul>	
<b>RISK ASSESSMENT</b>			<b>Yes</b>
<b>Corporate Risk Register and/or Board Assurance Framework amended</b> <i>If 'Yes' – expand in Section 4. / attached paper</i>			<input type="checkbox"/>
<b>Equality Impact Assessment</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>			<input type="checkbox"/>
<b>Resource Implications (Financial, Workforce, other - specify)</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>			<input type="checkbox"/>
<b>Legal implications/Regulatory requirements</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>			<input checked="" type="checkbox"/>
<b>ASSURANCE/COMPLIANCE</b>			
<b>Care Quality Commission</b> <b>Choose a DOMAIN(s)</b>		5: Well led	
<b>NHSI Single Oversight Framework</b> <b>Choose a THEME(s)</b>		6. Leadership & Improvement Capability (Well-Led)	

## Gender Pay Gap Statutory Reporting 2021

### 1. PURPOSE/AIM

This paper reports the 2021 Gender Pay Gap data and accompanying action plan, which aims to address the gap between male and female pay.

### 2. BACKGROUND/CONTEXT

- 2.1 The introduction of the Government regulations in April 2017 saw the requirement for public sector bodies in England with 250 or more employees to publish their gender pay and bonus gap. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 brought in the gender pay gap reporting duty as part of the existing public sector equality duty (PSED).
- 2.2 Public sector employers are required to carry out six calculations based on annual data and publish those figures on the Trust website and upload on the Government website, annually and usually, by 30 March of each year, with a rationale for the pay gap. Employers have up to 12 months to publish their gender pay gap data on their own website and on the government's online reporting service <https://www.gov.uk/report-gender-pay-gap-data>. The Trust's data was published in line with the regulations, following approval from Trust Management Group.
- 2.3 The purpose of gender pay gap reporting is to focus on reducing any gaps in the pay of male and female 'relevant' employees by comparing and evidencing the difference in their average earnings.
- 2.4 **The Gender Pay Gap Indicators**  
The legislation requires employers to publish the results of six calculations and the NHS Electronic Staff Record system has a specific standard report for this purpose. The Trust data, on the six calculations below are set out in Appendix 1:
- **Mean gender pay gap in hourly pay** - adding together the hourly basic pay rates of all male or female full pay and dividing this by the number of male or female employees. The gap is calculated by subtracting the results for females from results for males and dividing by the mean hourly rate for males. This number is multiplied by 100 to give a percentage.
  - **Median gender pay gap in hourly pay** – arranging the hourly basic pay rates of all male or female employees from highest to lowest and find the point that is in the middle of the range.
  - **Mean bonus gender pay gap** - add together bonus payments for all male or female employees and dividing this by the number of male or female employees. The gap is calculated by subtracting the results for females from results for men and dividing by the mean hourly rate for men. This number is multiplied by 100 to give a percentage.
  - **Median bonus gender pay gap** – arranging the bonus payments of all male or female employees from highest to lowest and find the point that is in the middle of the range.
  - **Proportion of males and females receiving a bonus payment** – total males and females receiving a bonus payment divided by the number of relevant employees.

- **Proportion of males and females in each pay quartile** – ranking all of our employees from highest to lowest paid, dividing this into four equal parts ('quartiles') and working out the percentage of men and women in each of the four parts.

2.5 **Gender pay reporting is different to equal pay.** The gender pay gap is the average difference between the gross hourly earnings for all men and women which is expressed as a percentage of men's earnings (as set out in the explanation above). Equal pay refers to men and women being paid the same for like work; work rated as equivalent, or work of equal value as set out in the Equality Act 2010. It is unlawful to pay people inequitably based on their gender.

2.6 The majority of the Trust's staff are on national terms and conditions of employment, which are recognised as being an excellent example of equal pay for work of equal value. Ensuring their consistent application will support the reduction of our pay gap. However, it should be noted that whilst current pay structures support equal pay, regardless of gender, factors such as length of service, determining pay-point positions/progression through pay bands, can affect the gender pay gap.

2.7 The Board are reminded the reporting period coincides with the commencement of the Coronavirus pandemic. During this time, demand for our services, and urgent requirement to change our ways of working, were unprecedentedly high and staff were financially compensated for undertaking additional duties outside of their standard contracts. Therefore, the data may be skewed for this reporting period, when making comparisons with previous years and potentially with other organisations. The Group should also expect a similar picture for data being reported in 2023.

### **3. BENCHMARKING WITH OTHER NHS TRUSTS**

3.1 The benchmark data from 10 Ambulance Services is set out in Appendix 2. Only data representing the mean average hourly pay (Calculation 1) and median average hourly pay (Calculation 2) is available. The Trust is not an outlier from other Trusts and is mid-range when looking at these 2 calculations. We will use our existing networks to share best practice.

3.2 Compared to other sectors, pay gaps in the Ambulance Service are low. As a comparison Mid-Yorkshire Hospitals mean average is 26.8%, Leeds Teaching Hospitals mean average is 21.3% and Chesterfield Royal NHS FT's mean average is 42.1%. Out of the 212 NHS Trusts who reported for this year, YAS are ranked 194 i.e. in the lowest 18 NHS organisations in the country.

### **4. WHAT HAVE WE DONE TO REDUCE OUR GAP?**

4.1 As per our responsibilities, our action plan to reduce our gap relating to this reporting period, was published in March 2020, i.e., the beginning of the coronavirus pandemic. Therefore, unfortunately, the pressure on our services meant we were unable to progress as many of the actions as we would have liked, and disappointingly, our pay gap increased. However, we were able to

progress some actions and this section sets out our progress and the impact (non-pay related) these had.

- 4.2 We have continued to adhere to the NHS terms and conditions with the national job evaluation scheme in place to ensure our roles are evaluated through criteria that have been nationally rigorously tested. We ensure we apply these consistently and this is partly evident from the number of male and female staff being at the top of the band; **57.5%** of women and **58.7%** of men are at the top increment of the pay band.
- 4.3 We developed clear and transparent eligibility criteria for our incentive scheme, which was subject to an equality impact process. The criteria ensured our part time staff received the incentive for simply undertaking additional hours, rather than incentives being applied to overtime shifts only i.e., over full-time hours. The result being an increase in the number of women undertaking incentivised shifts.
- 4.4 We reviewed the branding on our Trust website, introduced 'A join our team' webpage including providing details of Ambulance career paths. Each page and narrative were assessed to ensure they were gender-neutral and with photographs of both men and women at work. We also ensured the wording of our advertisements/recruitment information were gender-neutral with our flexible working practices a prominent benefit, where we could. As a result, the number of applications from women increased from 61.8% to 72.1%. The number of female new starters also increased from 59.5% (40.1% were men) during 2019-20 to 65% (34.9% were men) during 2020-21.
- 4.5 We reviewed our flexible working practices, and this showed a minor improvement in the Staff Survey regarding 'opportunities for flexible working' (42.6% in 2019 to 43.6% in 2020). More importantly, at 31 March 2021, the number of staff working part time increased by 11.68%, compared with 31 March 2020. There was also a minor increase in women working flexibly (71.1% in 2021, compared with 70.5% in 2020).

## **5. WORK TO REDUCE OUR GAP**

- 5.1 Whilst our gender pay gap is low, compared to the majority of NHS organisations, we will continue to make changes to our practices and processes to not only reduce our gap, but also improve the staff experience. To this end, our action plan for 2022-24 focuses on 6 main areas: - Branding, Communication & Transparency; Recruitment and promotion processes; Maternity, Paternity and Parental Leave Policies; Wellbeing and Retention; Supporting female staff and Data Analysis. Whilst the full action plan can be seen in Appendix 3, the following shows some actions of note.
- 5.2 The Trust has a new Women and Allies Working Group which launched on International Women's Day (8 March 2022). The group aims to be a voice for issues such as women's health i.e., period problems, fertility, pregnancy, and menopause, combatting everyday sexism, women's safety, maternity support and flexible working, empowering women to progress, harnessing the power of male allies. The network will take advantage of the abstraction agreed for staff

networks in August 2021, allowing more staff to attend to discuss issues. We envisage this support network will enable more women to advance in their careers.

- 5.3 We have reviewed our Flexible Working Policy, which was approved in June 2021. A Hybrid Working Policy is proceeding through the Trust's governance processes to further support staff with their external commitments. We envisage this will again support women to advance in their careers as they can better balance work and home. Our aim being to increase recruitment and retention by improving work/life balance.
- 5.4 We are reviewing our Family Leave policies to ensure we can support new parents in the best way for them. We endeavour to combine our current policies to ensure our processes are easily accessible, clear and ensure a structured leave and return process.
- 5.5 We will use our data to provide intelligence on departments or roles that require focussed intervention regarding their gender pay gap to understand the barriers to women receiving a lower rate of pay compared to men.

## **6. NEXT STEPS**

- 6.1 The Gender Action Plan 2022/24, as can be seen in Appendix 3 will be progressed and monitored by the Diversity and Inclusion Steering Group, Chaired by the Director of People and Organisational Development.
- 6.2 The Diversity and Inclusion Steering Group will continue to monitor the diversity workforce data and actions will be developed where the data is disproportionate to mitigate this.
- 6.3 We will work with other NHS Trusts and other system partners to learn from best practice and explore opportunities to develop joint activities.

## **5 RECOMMENDATIONS**

It is recommended that the Trust Board:

- Note the contents of this report
- Support the next steps and actions to reduce the Trust's pay gap.

## **7. APPENDICES**

Appendix 1 – YAS Gender Pay Gap Data published for 30<sup>th</sup> March 2022

Appendix 2 – Benchmarking with other Ambulance Services

Appendix 3 – Gender Pay Gap Action Plan 2022/24

## Appendix 1: YAS Gender Pay Gap Data published for 30<sup>th</sup> March 2022

The following shows a breakdown of the statutory information published on 30 March 2022. The data is a snapshot of **31<sup>st</sup> March 2021**. Data from the same point in 2019 and 2020 provides comparative information. The data reported is as follows:

### 1.0 Average gender pay gap as a mean average for 2019, 2020 and 2021 (Mean is calculated as the sum of all the values (hourly rates – basic pay) divided by the number of staff)

**Table 1**

Average Hourly rate	2019	2020	2021
Male:	£13.57	£14.36	<b>£17.07</b>
Female:	£12.86	£13.79	<b>£15.90</b>
<b>Gap:</b>	<b>5.21%</b>	<b>3.91%</b> ↓	<b>6.86%</b> ↑

1.1 This calculation is the primary figure quoted in terms of our gender pay gap.

1.2 Payments include basic pay, allowances (such as payments for extra responsibilities, location-related payments, car allowances, recruitment/retention incentives), pay for piecework i.e., bank, pay for leave, shift premium pay i.e., unsocial hours. Payments do not include overtime, allowances earned during paid overtime hours, redundancy pay, pay related to termination of employment, pay in lieu of annual leave, any repayments of authorised expenses, but just basic hourly rates of pay, regardless of how many hours are worked.

1.3 This year the average pay gap has increased. Men's mean average hourly pay increased by £2.71 whilst women's by £2.11 during that period hence widening our gender pay gap. Both increases in pay can be explained by cost of living rises but is predominately explained by our workforce composition with more female staff being in Band 3 – 5 roles (39%).

### 2.0 Median average gender pay gap (hourly rate) for 2019, 2020 and 2021

**Table 2**

Median Hourly rate	2019	2020	2021
Male:	£11.95	£12.83	<b>£15.44</b>
Female:	£11.40	£12.15	<b>£13.80</b>
<b>Gap:</b>	<b>4.57%</b>	<b>5.26%</b> ↑	<b>10.61%</b> ↑

2.1 The median average gender pay gap significantly increased (deteriorated). Men's median average hourly pay increased by £2.61 and women's by £1.65 from 2020 to 2021. This is a (negative) increase in our gender pay gap.

2.2 The average mean and median pay gaps can again be explained by the composition of our workforce. YAS employed 229 more women (2,889), than men (2,660), in 2021 (see Table 6 below), however, the largest proportion of women are in lower grades/bottom of the band.

### 3.0 Average bonus gender pay gap as a mean average

These are shift incentive payments paid in NHS111 for shifts where high demand is forecasted; shifts are incentivised to encourage a higher take up of overtime.

**Table 3**

Average Bonus	2019	2020	No. of staff	2021	No. of staff
Male:	£211.93	£214.45	136	£149.17	112 ↓
Female:	£178.27	£179.81	276	£139.84	311 ↑
<b>Gap:</b>	<b>15.88%</b>	<b>16.16%</b> ↑		<b>6.26%</b> ↓	

3.1 The table above shows the average bonus payments for the last 3 years, these are paid for specific shifts (unsocial periods) but regardless of whether staff are working full or part time, but they must work additional hours i.e., over and above their contractual hours to receive the bonus. In 2021, the average bonus payment to females **decreased** by £39.97, and payment to men decreased by £65.28; further, 268 women out of 311 women received bonuses under £200 in value. It is assumed that women may not have been able to undertake as many incentivised shifts due to commitments outside of work

### 4.0 Average bonus gender pay gap as a median

**Table 4**

Median Bonus Payment	2019	2020	2021
Male:	£150.00	£150.00	<b>£150.00</b>
Female:	£150.00	£140.00	<b>£140.00</b>
<b>Gap:</b>	<b>0.00%</b>	<b>6.67%</b> ↑	<b>6.67%</b> ↔

4.1 The median average bonus pay has stayed the same over the year with a difference of £10 between male and female employees, and the reason for this is the same as explained in 3.1 but also likely that women may not have been able to undertake as many incentivised shifts due to commitments outside of work.

### 5.0 Proportion of males and proportion of females receiving bonus payments

**Table 5**

Proportion of Bonus Payment	2019	2020	2021
Male:	8.88%	4.68%	4.2%
Female:	18.44%	9.60%	10.8%
<b>Gap:</b>	<b>-9.56%</b>	<b>- 4.92%</b> ↓	<b>- 6.6%</b> ↑











5.1 Table 5 shows the proportion of male and female staff who received bonus payments. In 2021, the gap between male and female increased (negative) from - 4.92% to - 6.6% with more female staff receiving bonus payments. This is due

to there being more female staff in NHS111 and this year 311 women received payments compared to 112 men.

**6.0 Proportion of males and females when divided into four groups ordered from lowest to highest pay.** (The optimum position is 50%/50%)

The data below ranks our employees from highest to lowest paid, divided into four equal parts (quartiles) and then 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.

**Table 6**

<b>2019</b>				
<b>Quartile</b>	<b>Female</b>	<b>Male</b>	<b>Female %</b>	<b>Male %</b>
Upper Quartile	560	740	43.08%	56.92%
Upper Middle Quartile	646	721	47.26%	52.74%
Lower Middle Quartile	626	598	51.14%	48.86%
Lower Quartile	692	512	57.48%	42.52%
<b>Total</b>	<b>2,524</b>	<b>2,571</b>	<b>49.54%</b>	<b>50.46%</b>
<b>2020</b>				
<b>Quartile</b>	<b>Female</b>	<b>Male</b>	<b>Female %</b>	<b>Male %</b>
Upper Quartile	647	846	43.34% 	56.66%
Upper Middle Quartile	570	614	48.14% 	51.86%
Lower Middle Quartile	737	650	53.14% 	46.86%
Lower Quartile	740	541	57.77% 	42.23%
<b>Total</b>	<b>2,694</b>	<b>2,651</b>	<b>50.40% </b>	<b>49.60%</b>
<b>2021</b>				
<b>Quartile</b>	<b>Female</b>	<b>Male</b>	<b>Female %</b>	<b>Male %</b>
Upper Quartile	617	771	44.45% 	55.55%
Upper Middle Quartile	681	706	49.10% 	50.90%
Lower Middle Quartile	790	597	56.96% 	43.04%
Lower Quartile	801	586	57.75% 	42.25%
<b>Total</b>	<b>2889</b>	<b>2660</b>	<b>52.06% </b>	<b>47.94%</b>

- 6.1 When looking at the representation of staff across the four pay quartiles, women in the upper quartile decreased (negative) by 30 (from 647 in 2020 to 617 in 2021). The upper middle quartile has also seen an increase of 111 from 570 females in 2020 to 681 in 2021, a positive increase. The two lower quartiles have also seen an increase of female staff. Overall, female representation has increased by 195 members of staff.
- 6.2 While YAS employs more women than men, more men than women are in the upper quartile. There remain more women in the lower quartile, mainly due the number of female staff, applying and being appointed to Health Advisor, Call Handler and ECA roles i.e., our entry level roles. There has also been an increase in part time staff, which may be attributed to the Trust improving its flexible working practices leading to an increase in the female proportion of staff.
- 6.3 The gap in our mean pay shows a negative increase for 2021 when compared to 2020. We will take steps to reduce our pay gap and continue to explore best practice across the sector and beyond.



## Appendix 2 – Benchmarking with other Ambulance Services

**Mean gender pay gap in hourly pay** - adding together the hourly basic pay rates of all male or female full pay and dividing this by the number of male or female employees. The gap is calculated by subtracting the results for females from results for males and dividing by the mean hourly rate for males. This number is multiplied by 100 to give a percentage.

Ambulance Trust (England)	% Difference (hourly rate)
South Central Ambulance Service NHS Foundation Trust	- 9.70%
North East Ambulance Service NHS Foundation Trust	- 0.40%
East Midlands Ambulance Service	5.30%
South Western Ambulance Service Foundation Trust	6.10%
East of England Ambulance Service NHS Trust	6.60%
<b>Yorkshire Ambulance Service NHS Trust</b>	<b>6.86%</b>
South East Coast Ambulance Service NHS Foundation Trust	9.98%
North West Ambulance Service NHS Trust	10.89%
West Midlands Ambulance Service NHS Foundation Trust	10.87%
London Ambulance Service NHS Trust	13.30%

**Median gender pay gap in hourly pay** – arranging the hourly basic pay rates of all male or female employees from highest to lowest and find the point that is in the middle of the range.

Ambulance Trust (England)	% Difference (hourly rate)
South Central Ambulance Service NHS Foundation Trust	-2.19%
North East Ambulance Service NHS Foundation Trust	-1.70%
East of England Ambulance Service NHS Trust	3.40%
East Midlands Ambulance Service	4.79%
South Western Ambulance Service Foundation Trust	7.80%
North West Ambulance Service NHS Trust	9.26%
<b>Yorkshire Ambulance Service NHS Trust</b>	<b>10.61%</b>
South East Coast Ambulance Service NHS Foundation Trust	11.09%
London Ambulance Service NHS Trust	12.5%
West Midlands Ambulance Service NHS Foundation Trust	12.76%

## Appendix 3: Gender Pay Gap Action Plan 2022/24



### Introduction

Yorkshire Ambulance Service NHS Trust is committed to reducing our gender pay gap. This is our 4<sup>th</sup> publication against this standard.

April 2017 saw the introduction of the Government regulations 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 employing more than 250 people, has met our contractual requirement of submitting gender pay gap data to the Government for four consecutive years.

For 2021's results, whilst our gap remains very low, our action plan aims to build on the progress we have already made to narrow the gender pay gap further but also provides detail on work planned to advance gender equality more generally. Using the themes from the NHS Employers 'Addressing your Gender Pay Gap', the plan contains six themes, focusing on delivering tangible and achievable outcomes:

#### ***Branding, Communication and Transparency***

The Trust is actively reviewing our branding and communication to ensure gender-neutrality. This aims to attract applicants regardless of gender.

#### ***Recruitment and Promotion processes***

This area of the plan recognises the work required on our recruitment and promotion processes to ensure equality of opportunity for all applicants, regardless of gender.

#### ***Maternity, Paternity and Parental Leave policies***

Our ambition is to ensure those staff with new families can thrive through provision of support during family leave with facilitated returns to their career journey.

#### ***Wellbeing and Retention***

The Trust aims to ensure flexible working opportunities are available to support staff member's family commitments.

#### ***Supporting Female Staff***

We endeavour to provide all genders with a voice and support their career aspirations, at all points in their career lifecycle, enabling them to progress to meet their ambitions.

#### ***Data Analysis***

The Trust will use data available to provide intelligence for us to proactively improve experience at work, regardless of gender.

### Monitoring and Evaluation

The action plan will be monitored by the Diversity and Inclusion Strategy Group (DISG) and through the Trust Management Group and Trust Board for end of year assessment and evaluation.

## YAS Published Data: Gender Pay Gap Indicators as at 31<sup>st</sup> March 2021

The legislation requires employers to publish the results of six calculations. The following data was published on our website.

- 1) **Mean gender pay gap in hourly pay** - adding together the hourly basic pay rates of all male or female full pay and dividing this by the number of male or female employees. The gap is calculated by subtracting the results for females from results for males and dividing by the mean hourly rate for males. This number is multiplied by 100 to give a percentage.

Average Hourly rate	2019	2020	2021
Male:	£13.57	£14.36	£17.07
Female:	£12.86	£13.79	£15.90
Gap:	5.21%	3.91% ↓	6.86% ↑

- 2) **Median gender pay gap in hourly pay** – arranging the hourly basic pay rates of all male or female employees from highest to lowest and find the point that is in the middle of range.

Median Hourly rate	2019	2020	2021
Male:	£11.95	£12.83	£15.44
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Gap:	4.57%	5.26% ↑	10.61% ↑

- 3) **Mean bonus gender pay gap** - add together bonus payments for all male or female employees and divide by the number of male or female employees. The gap is calculated by subtracting the results for females from results for men and dividing by the mean hourly rate for men. This number is multiplied by 100 to give a percentage.

Average Bonus	2019	2020	2021
Male:	£211.93	£214.45	£149.17
Female:	£178.27	£179.81	£139.84
Gap:	15.88%	16.16% ↑	6.26% ↓

- 4) **Median bonus gender pay gap** – arranging bonus payments of all male or female employees from highest to lowest to find middle range point.



Median Bonus Payment	2019	2020	2021
Male:	£150.00	£150.00	£150.00
Female:	£150.00	£140.00	£140.00
Gap:	0.00%	6.67% ↑	6.67% ↔




- 5) **Proportion of males and females receiving bonus payments** – total males and females receiving bonus payments divided by the number of employees.

Proportion of Bonus Payment	2019	2020	2021
Male:	8.88%	4.68%	4.2%
Female:	18.44%	9.60%	10.8%
Gap:	- 9.56%	- 4.92% ↓	-6.6% ↑

- 6) **Proportion of males and females in each pay quartile** – ranking all of our employees from highest to lowest paid, dividing this into four equal parts ('quartiles') and working out the percentage of men and women in each of the four parts.

Quartile	Female	Male	Female %	Male %
<b>2019</b>				
Upper Quartile	560	740	43.08%	56.92%
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Total	2,694	2,651	50.40% ↑	49.60%

2021				
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<b>Total</b>	<b>2889</b>	<b>2660</b>	<b>52.06%</b> 	<b>47.94%</b>

## GENDER PAY GAP: ACTION PLAN 2022 - 2024

Theme	Aim	Objective	Actions to meet objective	Baseline data (Aim for improvement)	Objectives complete by	Lead
Branding, Communication & Transparency	Our branding and communication demonstrate our practices are transparent, regardless of gender	We are transparent about our promotion, pay and reward processes.	1. Review our website, recruitment policy to ensure we are consistent and fair in our recruitment and selection processes demonstrating transparency incl. implementing a recruitment menu.	March 2022: <b>Application:</b> M: 27.5%, F: 72.1% <b>Shortlisting:</b> M: 48.98%, F: 44.42 <b>Appointed:</b> M: 36.76% F: 32.43%	December 2022	Recruitment Manager/D&I Advisor
		We consider the language, images and branding we use to promote and advertise roles and careers within our organisation.	2. Review whether language is inclusive across all recruitment documentation		December 2022	Recruitment Manager/D&I Assistant
		We encourage salary negotiation by showing salary ranges when advertising vacancies	3. Add to our recruitment advertising information that salary is dependent on experience in the role	2020/21 - <b>9%</b> of women were appointed to the top of the band, compared with <b>27%</b> of men.	May 2022	Recruitment Manager
			4. HR team decisions on salary negotiation are consistent and in accordance with policy – discussion to take place at ER team meeting to clarify policy parameters.		June 2022	Head of Employee Relations

Theme	Aim	Objective	Actions to meet objective	Baseline data (Aim for improvement)	Objectives complete by	Lead
Recruitment and promotion processes	Our recruitment and promotion processes attract and select candidates from any gender and improve perceptions of the range of NHS roles open to both men and women.	We provide good-quality interview [selection] training to our line managers.	5. Review recruitment and selection training to ensure it is inclusive and encourages a gender-neutral approach to selection.	March 2022: <b>Application:</b> M: 27.5%, F: 72.1% <b>Shortlisting:</b> M: 48.98%, F: 44.42 <b>Appointed:</b> M: 36.76% F: 32.43%	December 2022	L&ODBP/D&I Advisor
			6. Recruitment and Selection Training to be mandatory to lead selection events (mandated via Recruitment Policy)		December 2022	Deputy Director of P&OD / D&I Advisor
			7. Ensure panels are diverse with regards to gender and other protected characteristics (Mandate via Recruitment Policy)		March 2023	Deputy Director of P&OD / Recruitment Manager
		We support progression for part-time and flexible workers.	8. Advertise all roles with flexibility in working hours, hybrid working and locations, particularly including home working as an option	NSS (Q14): Organisation acts fairly with regard to career progression / promotion, regardless (2020 74.4%)  Turnover 2020/21: Male: 44% Female: 56%	May 2022	Recruitment Manager
		We give recruiters structured interview templates, so they give every candidate an equal chance.	9. Review guidance within the recruitment and selection management guide to ensure interview questions support gender-neutral approaches	Staff leaving due to Work/Life Balance – 17%  NSS (Q5h): The opportunities for flexible working patterns (2020 43.6%)	December 2022	Recruitment Manager/D&I Advisor

Theme	Aim	Objective	Actions to meet objective	Baseline data (Aim for improvement)	Objectives complete by	Lead
Maternity, Paternity and Parental Leave Policies	Our new parents feel supported during family leave and their returns are facilitated ensuring they can continue working in the best way to meet their needs	We actively support women on maternity leave and encourage line managers to ensure staff use keeping in touch days as a stepping-stone to creating a positive return to work experience.	<p><b>10.</b> Develop a long-term leave return-to-work checklist and supporting documents via updated Family Leave Policy</p> <p><b>11.</b> Individualised plan for during leave i.e., keep staff on maternity leave up to date with issues/ news/ vacancies, how staff may want to work on their return including using 'Keeping In Touch' days via updated Family Leave Policy</p>	<p>Data on staff who do not return post maternity leave: 3 female staff left due to child dependents during 2020/21.</p> <p>Use of Shared Parental Leave (none taken during 2020 – 21)</p> <p>Staff on maternity leave or parental leave each year (161 staff took maternity and 66 staff parental leave during this period)</p>	<p>March 2023</p> <p>March 2023</p>	<p>Head of Employee Relations</p> <p>Head of Employee Relations</p>
		We actively target women who have not returned to the organisation after maternity leave and encourage them to return in a way that works for them.	<b>12.</b> Introduce stay conversations for staff leaving post-maternity via updated Family Leave Policy		March 2023	Head of Employee Relations
		We actively promote the existence of a Shared Parental Leave (SPL) policy and encourage new parents to take advantage of the scheme.	<b>13.</b> Include Shared Parental Leave in pre-leave checklist so staff can return in the best way for them including awareness of the Shared Parental Leave Policy via updated Family Leave Policy		March 2023	Head of Employee Relations

Theme	Aim	Objective	Actions to meet objective	Baseline data (Aim for improvement)	Objectives complete by	Lead
Wellbeing and Retention	Increase recruitment and retention by improving work/life balance	We offer and actively promote a range of opportunities for flexible working to all staff, to suit their parental and caring responsibilities and commitments outside of work	14. Hybrid Working Policy is in place to support commitments outside of work	Staff leaving due to Work/Life Balance – 17%	September 2022	Head of Employee Relations
			15. Standard wording around hybrid/remote working in our adverts and recruitment packs	NSS (Q5h): The opportunities for flexible working patterns (2020 43.6%)	May 2022	Recruitment Manager
Supporting Female Staff	The Trust supports female staff to have a voice to support them through various stages of their working life	We have a women's network which offers staff the opportunity to access mentoring and coaching from colleagues and peers.	16. Fully launch the Women and Allies Network	N/A	Soft launch March 2022  Full launch July 2022?	Chair of Women & Allies Network / Communications Lead
Data Analysis	We use have available intelligence to improve our staff experience.	We have published our gender pay gap data on our website and produced a narrative that clearly explains the issues and what we are doing to address them.	17. More visibility on our website and provide infographics to visibly set out our data	N/A	April 2022 – infographics by May 2022	Communications Lead
			18. Fully launch the Diversity Dashboard to TMG, Quality Committee and Trust Board	N/A	June 2022	Diversity & Inclusion Advisor
		19. Need to identify patterns and trends over the years and breakdown by service area (particularly by location to understand if we represent the population we serve)	Understanding of our data	Year on Year - ongoing	Business Intelligence Lead	



