

July 2022

Title Of Meeting	WORKFORCE COMMITTEE	Date	July 2022
Agenda Item	WFC	FOI Exempt	NO
Report Title	Gender Pay Gap Reporting 2021/22		
Executive Lead	Jane Royds, Director of HR & OD		
Lead Officer	Sonya Clarkson, Deputy Director of HR & OD		
Action Required	<input type="checkbox"/> To Approve <input type="checkbox"/> To Assure	<input checked="" type="checkbox"/> To Receive <input type="checkbox"/> To Note	
Purpose			
To present the 2021-22 data and an update on the actions to eliminate the gender pay gap.			
Executive Summary			
Gender Pay Gap reporting key themes for the Trust			
<p>As at March 2021</p> <ul style="list-style-type: none"> The workforce is 76.51% female and 23.49% male; The medical & dental workforce is 66.8% male and 33.2% female and Agenda for Change workforce is 18.4% male and 81.6% female; Mean average gender pay gap is 21.67% with females earning £4.59 an hour less than males (compared to a current 2020/21 sector mean 22.8%); <p>The Trust's mean hourly gender pay gap has reduced by 1.39% from our 2020/21 position, following an increase of 1.19% in the previous year (mainly attributed to an increase in temporary support during the pandemic and interim appointments of international nurses to Band 3 posts);</p> <ul style="list-style-type: none"> Median hourly rate gender pay gap is 8.56% with females earning £1.39p an hour less than males (compared to a current 2020/21 sector mean 11.6%); <p>The Trust's median hourly gender pay gap has reduced by 1.91% from our 2020/21 position, following an increase of 4.85% in the previous year (mainly attributed to an increase in temporary support during the pandemic and interim appointments of international nurses to Band 3 posts);</p> <ul style="list-style-type: none"> Benchmarking NHS Trust information relating to the 31st March 2021 data is not yet available. 			
Closing the Gender Pay Gap			
<p>The analysis of the 2021/22 data clearly shows that there remain some differences in pay between the genders at S&O. In light of the data detailed above, a summary of the key actions identified to eliminate the gender pay gap are:</p> <ul style="list-style-type: none"> Further embed the Staff Voice Partnership to help improve lived experience in the working environment; 			

- Roots and branches review of the current recruitment process seeking diverse range of views in order to make high impact changes, removing barriers to progression and promoting opportunities to a broader range of applicant;
- Continue to drive delivery of the Trust's Our People Plan with particular focus on the Trust's commitment towards more agile working and raising awareness of the opportunity for staff to request flexible working from day 1 of employment;
- Continue to support the development of women in the workplace, including targeted mentoring and coaching programmes, clear career pathways and establishing a 'women in leadership' staff network ;
- Encourage increased participation in staff networks recognising the value of the staff voice and lived experience in shaping inclusive practices;
- Continue to deliver a programme of training focussed on unconscious bias to prompt self-awareness and personal responsibility in helping to remove barriers for others;
- Re-engage with external stakeholders and network groups to enhance the advice, guidance and signposting available to staff to support them.

These actions have been incorporated into the key deliverables of the Trust's Our People Plan and progress will be monitored and updated through the Valuing Our People Through Inclusion Group (sub-group of Workforce Committee). Updates are also a requirement of the equality section of the quality contract with the CCG's.

Recommendation

The Workforce Committee is asked to receive the Gender Pay Gap report

Previously Considered By:

Gender Pay Gap Report 2021-22

1. Introduction

1.1 Legislation

Organisations are required by law to report on Gender Pay in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 as part of the Public Sector Equality Duty.

Gender pay reporting legislation requires employers with 250 or more employees from April 2017 to publish statutory calculations every year showing how large the pay gap is between their male and female employees. The results must be published on the employer's public-facing website and the government's website.

There are six calculations that we must publish:

- mean gender pay gap
- median gender pay gap
- mean bonus gender pay gap
- median bonus gender pay gap
- proportion of males and females receiving a bonus payment
- proportion of males and females in each pay quartile

Alongside the calculations if the organisation is a business or charity, it must also publish a "written statement" that confirms that the published information is accurate.

This statement must be signed by an "appropriate person" as follows:

- for any corporate body other than a limited liability partnership, this will be a director (or equivalent)
- for a limited liability partnership, this will be a designated member
- for a limited partnership, this will be a general partner
- for any other kind of partnership, this will be a partner
- for an unincorporated body of persons other than a partnership, this will be a member of the governing body or a senior officer
- for any other type of body, this will be the most senior employee

The data and written statement must be published within a year of the "snapshot date" (31st March) and must be published by 30th March each year.

1.2 What does Gender Pay Gap refer to?

Gender pay gap shows the difference in the average pay between men and women within an organisation. In many cases the average pay of women is lower than that of men, because there tend to be fewer women than men in very senior high earning positions. Even in organisations that have a majority female workforce (such as the NHS), if the most senior or most highly compensated positions are occupied disproportionately by men, the average pay of women in the organisation will remain significantly lower. If a workforce has a particularly high gender pay gap, this can indicate there may be multiple issues to address, and the aim is that organisations take steps to tackle them. As such, gender pay audits are an effective tool to highlight continued systemic gender inequality within an organisation.

Gender pay gap and equal pay are two very different subject areas and should not be conflated. Equal pay deals with the pay differences between men and women who carry out

the same jobs, similar jobs or work of equal value. It is direct discrimination and unlawful to pay people unequally on the basis of their sex.

2. Overview of Southport and Ormskirk NHS Trust

On 30th March 2023, the Trust will submit Gender Pay Gap (GPG) information for the year 2021/22. As of 31st March 2022, a total of 3,405 individuals were employed by the Trust, up from 3,403 on 31st March 2021. Despite significant progress being made to the recruitment of many long-standing, high-volume vacancies, The Trust's headcount has been static during this period as the Trust reduced the numbers employed for COVID support. This is expected to reduce again in 2022/23.

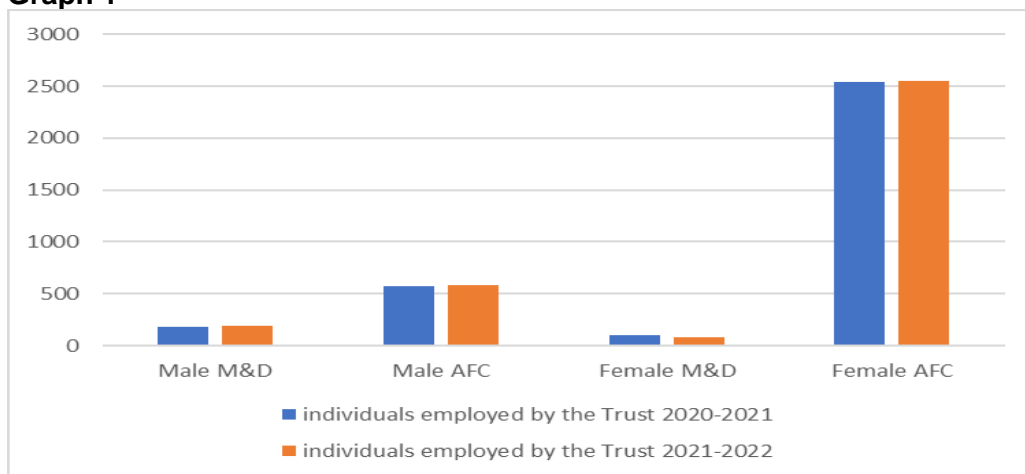
The GPG figures are based upon figures drawn on 31st March 2021, referred to as the 'snapshot date' and includes anything that is paid or invoiced up to for the period of March 2021.

For the purposes of GPG reporting 'employee' is defined as:

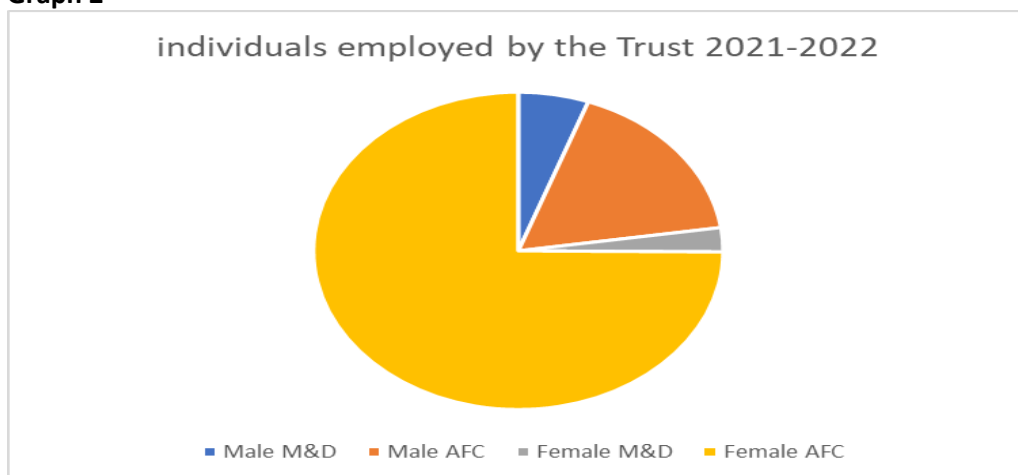
- people who have a contract of employment within the organisation
- workers and agency workers (those with a contract to do work or provide services)
- some self-employed people (where they must personally perform the work)

Results should be considered in relation to the Trust's overall gender demographics, which are shown below for context.

Graph 1



Graph 2



2.1. Mean Hourly Rate of Pay Table

The mean pay gap totals all the female's wages and divides them by the number of females, then compares the same figure for males.

Table 1 Mean Hourly Rate of Pay

Gender	Mean Hourly Rate 2020/21	Mean Hourly Rate 2021/22
Male	£20.75	£21.21
Female	£15.96	£16.61
Difference	£4.78	£4.59
Pay Gap	23.06%	21.67%

A low percentage represents a good performance by the Trust.

The Trust's mean hourly gender pay gap has reduced by 1.39% from our 2020/21 position, following an increase of 1.19% in the previous year (mainly attributed to an increase in temporary support during the pandemic and interim appointments of international nurses to Band 3 posts).

2.2 Median Hourly Rate of Pay

The median pay gap finds the female who earns more than half the other females in the Trust, and less than the other half and compares her to the male earning the same.

Mean pay gap will be influenced more heavily by smaller numbers of higher paid staff, so the median pay gap is generally accepted as the better indicator.

Table 2 Median Hourly Rate of Pay

Gender	Median Hourly Rate 2020/21	Median Hourly Rate 2021/22
Male	£15.76	£16.23
Female	£14.11	£14.84
Difference	£1.65	£1.39
Pay Gap	10.47%	8.56%

A low percentage represents a good performance by the Trust.

The Trust's median hourly gender pay gap has reduced by 1.91% from our 2020/21 position, following an increase of 4.85% in the previous year (mainly attributed to an increase in temporary support during the pandemic and interim appointments of international nurses to Band 3 posts).

2.3 Mean and Median Bonus Pay

Table 3 Mean bonus gender pay gap

Gender	Mean Pay 2020/21	Mean Pay 2021/22	Median Pay 2020/21	Median Pay 2021/22
Male	£5,097.82	£9,857.28	£1,427.49	£5,237
Female	£4,801.59	£8,018.56	£1,427.49	£5,237
Difference	£296.23	£1,838.72	0	0
Pay Gap %	6.17%	18.6%	0	0

This table relates to clinical excellence awards for medical staff, as this is the only payment identified within the ESR standard report.

Table 4 Proportion of males and females receiving bonus payment

Gender	Employees Paid Bonus	Total Employees	%
Male	59	771	7.65%
Female	25	2634	0.94%

Table 5 Medical and dental and AfC workforce

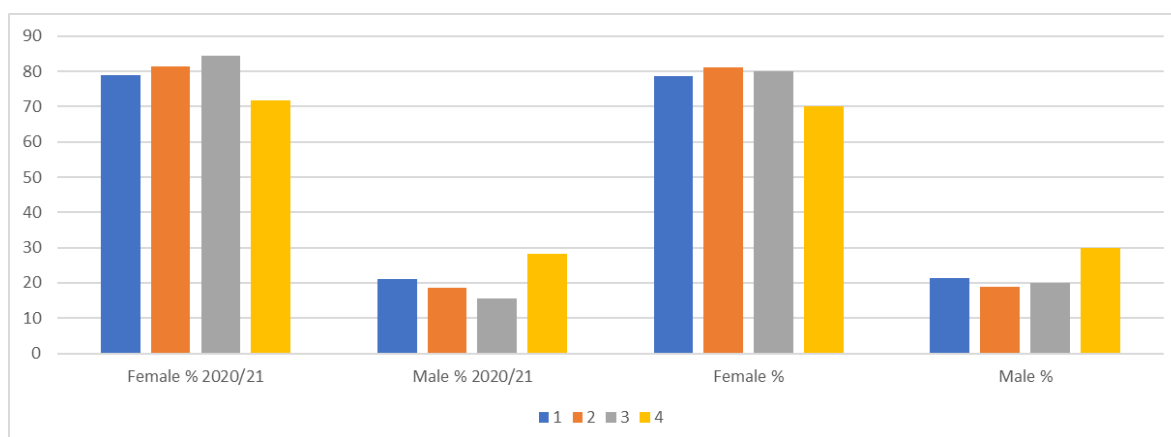
	Male % 2020/21	Female% 2020/21	Male % 2021/22	Female 2021/22
Medical & Dental	64.9	35.1	66.8	33.2
AfC workforce	18.5	81.5	18.4	81.6

2.4 Proportion of Females and Males in each Pay Quartile

Table 6 Comparison of the Proportion of Females and Males in each Pay Quartile 2020-2021/2021-2022 2020/21 2021/22

Quartile	2020/2021				2021/22			
	Female	Male	Female %	Male %	Female	Male	Female %	Male %
1	631	162	79.57	20.43	601	162	78.77	21.23
2	627	166	79.07	20.93	679	159	81.03	18.97
3	716	168	80.9	19.1	699	164	77.52	22.48
4	669	284	70.2	29.8	655	286	68.73	21.27
Overall	2643	739	77.43	22.57	2634	771	76.51	23.49

Graph 2



In this element of the reporting, male and female staff are divided equally into four quartiles based on their hourly earnings, range from the lower quartile (1) to the upper quartile (4).

The overall increase in number of employees between the last two Gender Pay Audit dates has moderately impacted the gender representation across pay quartiles. This is attributed to the increase in recruitment and higher staff turnover during the pandemic. The quartile

with the most entrenched Gender Pay inequality, which impacts our overall Gender pay rating the most (quartile 4), is also the quartile that has changed the least.

3. NHS Comparators

All employers have until the 30th March 2023 to report their gender pay gap information, therefore benchmarking data will not be available until that point.

4. Our People Plan and equality actions

The Trust's Our People Plan demonstrates the commitment to workforce and patient equality by creating a supportive and inclusive environment. The key deliverables are determined each year by the Trust's Valuing Our People through Inclusion Group and incorporate the Gender Pay Gap actions (Ref Appendix 1).

In addition, the recently established EDI Special Interest Group has determined the 3 key strategic objectives to be achieved by 2024, informed by the equality data and staff feedback, and aligned to the six nationally directed five-year actions by NHS England in August 2020 to close the inequality gap in recruitment and promotion practices. Ref Appendix 2 EDI Action Plan.

Progress against the Our People Plan and EDI strategic objectives are reviewed every Quarter and presented to Workforce Committee.

6. Conclusion

The data for 2020-21 was impacted by a temporary increase in lower banded to the workforce as a result of support needed to deal with the pandemic, as well as a high number of international nurses recruited occupying Band 3 positions whilst OSCE and pin registrations are completed. Progress for 2021/22 therefore needs to be measured against 2019/20 data, where there has been a decrease (albeit minor) in the gender pay gap.

The analysis of the 2021/22 data clearly shows that there remain some differences in pay between the genders at S&O. In light of the data detailed above, a summary of the key actions identified to eliminate the gender pay gap are:

- Further embed the Staff Voice Partnership to help improve lived experience in the working environment;
- Roots and branches review of the current recruitment process seeking diverse range of views in order to make high impact changes, removing barriers to progression and promoting opportunities to a broader range of applicant;
- Continue to drive delivery of the Trust's Our People Plan with particular focus on the Trust's commitment towards more agile working and raising awareness of the opportunity for staff to request flexible working from day 1 of employment;
- Continue to support the development of women in the workplace, including targeted mentoring and coaching programmes, clear career pathways and establishing a 'women in leadership' staff network ;
- Encourage increased participation in staff networks recognising the value of the staff voice and lived experience in shaping inclusive practices;

- Continue to deliver a programme of training focussed on unconscious bias to prompt self-awareness and personal responsibility in helping to remove barriers for others;
- Re-engage with external stakeholders and network groups to enhance the advice, guidance and signposting available to staff to support them.

These actions have been incorporated into the key deliverables of the Trust's Our People Plan and progress will be monitored and updated through the Valuing Our People Through Inclusion Group (sub-group of Workforce Committee). Updates are also a requirement of the equality section of the quality contract with the CCG's.

7. Recommendations

The Workforce Committee is asked to receive the Gender Pay Gap report.

Appendix 1 *Our People Plan* – Key Deliverables 2022/23

Key Areas of Focus	Key deliverables 2022/23	Mar'22 progress rating (where applicable)	Jul'22
Looking after our people	6 weekly Schwartz Rounds and introduce Team Talk		Green
	Develop an annual HR Policy Development framework (2021/22)	Amber	Amber
	Launch Just and Learning / Civility and Respect training		Green
	Develop Management Essentials training inc. flexible working requests		Amber
	Staff Winter Wellness programme inc. Autumn vaccinations		Green
	>20 staff completed Individual Restoration programme		Green
	Revised Health and Wellbeing strategy		Green
Belonging to the NHS	Deliver suite of EDI training inc. Anti-Racism / Active Bystander training (2021/22)	Amber	Amber
	Establish Staff Networks (2021/22)	Amber	Amber
	Revise and align leadership development strategy and develop succession planning framework (2021/22)	Green	Amber
	Introduce reverse mentoring (2021/22)	Amber	Amber
	Launch Staff Voice Partnership		Green
	Roots and branch review of R&S Process		Amber
New ways of working	Increased oversight of flexible working requests		Amber
	Develop HR systems roadmap (2021/22)	Green	Green
	Develop Trust Clinical Workforce Plan (2021/22)	Green	Green
	Further roll out of STAR workforce planning methodology		Green
Growing for the future	Development of Advanced Clinical Practitioner roles		Green
	Maximise opportunities for SAS and Trust Grade doctors		Green

Appendix 2 Equality Diversity & Inclusion: Five-year action plan (Year 3)

EDI SIG strategic objectives	Alignment to NHS England nationally instructed actions (August 2020)						Actions agreed	Named Person /Team & Date	Progress in 2021/22 (Year 2)
	1	2	3	4	5	6			
To embed accountability and make workforce diversity an organisational priority							<p>Establish EDI Special Interest Group reporting to sub-Board Committee (chaired by an Executive Sponsor)</p>	<p>Director of Finance / Director of HR & OD / Deputy Director of HR & OD</p>	<ul style="list-style-type: none"> SIG established with representation from the senior executive leadership team, subject matter specialists and staff with lived experience, aiming to increase membership with Chairs of Staff Networks EDI SIG reviewed the Trust's data against key equality indicators and triangulated with other key indicators and staff feedback to determine the Trust's strategic EDI objectives Consistent communication of the importance of EDI from Executives through Team Brief and Trust Newsletter CORE 20 plus 5 priorities being determined at Exec Level and progress to be regularly reported to Quality & Safety Committee
							<p>Consistent and regular communication to and from the Board</p>		
To improve the chances of getting on a shortlist when applying for a job or							<p>Improve staff equality monitoring</p>	<p>Head of Resourcing (By end Sept 2022)</p>	<ul style="list-style-type: none"> Data cleanse on ESR planned in Q2 2022-23 engaging staff in updating their records.

moving up the career ladder, especially if staff have a protected characteristic

						Increase cultural awareness
						Promote Trust as an equality opportunities employer

**Senior HR Partner
(Management Essentials by Dec'22)**

**O,L&D Manager
(Launch revised leadership development Apr'23)**

**Recruitment Manager
(By Dec'23)**

**EDI Team
(Review Mar'23)**

- Unconscious bias training incorporated into R&S training. Leadership and management training programmes under development to also include focus on unconscious bias and compassionate leadership.
- Suite of EDI training commissioned with a plan to deliver throughout Year 3
- Roots and branch review of R&S process currently being scoped with intention to engage with staff networks to identify actions to remove barriers in shortlisting and onboarding stages initially.
- Positive action statements to be developed and included in recruitment advertisements
- Developing plan to review charter marks to potential applicants with protected characteristics are encouraged to apply to the Trust
- Starting to re-engage with external stakeholders to increase interest in Trust and improve staff experience and services through feedback

							Improve career development	Professional and practice development team (Ongoing) O,L&D Manager (Dec'23) HR Business Partner - Planned Care (Mar'23)	<ul style="list-style-type: none"> Bespoke programme developed for International Nurses (Apr-Jun '22) to strengthen sense of belonging and develop confidence to progress at the Trust. Programme to be rolled out to other staff groups Career pathways - improve career development, job satisfaction and support individuals to learn new skills and take on extra responsibilities that enable them to progress within the organisation. Continue to promote the Trust's commitment towards more agile, flexible working and raising awareness of the opportunity for staff to request flexible working from day 1 of employment
To strengthen a sense of belonging to the S&O community, whether a new or existing member of staff							Increase participation and number of staff networks	EDI Team (Review Mar'23)	<ul style="list-style-type: none"> Promotion of staff networks and their benefits planned for September 2022, including establishing groups for men's health and women in leadership
To improve how supported staff feel as a member of the S&O community							Staff voice partnership to increase confidence amongst staff to speak up	Head of Education and Training (Review Mar'23)	<ul style="list-style-type: none"> Phase 1 completed through Staff Voice Partnership to help improve lived experiences, including feeling able to disclose their protected characteristics Phase 2 under development and due to be launched in September 2022.

N.B. The following six actions were nationally directed by NHS England in August 2020 to close the inequality gap in recruitment and promotion practices:

1. Ensure Executive Senior Managers own the agenda
2. Introduce a system of 'comply or explain'
3. Organise talent panels
4. Enhance equality, diversity and inclusion support
5. Overhaul interview processes
6. Adopt resources, guides and tools for productive conversations about race