

Gender Pay Gap Action Plan

Action reference	Date Action added	Government Equalities office suggested Focus Area	Questions asked as recommended by Government Equalities Office	Action	Progress to date	Last review date	Target date	Stakeholders	Responsible owner	Comments	Open / Closed
1	Oct-19	Is it recruitment, retention or progression (or all three) that contribute to our GPG?	Do we have a plan to address under representation?	See Positive Action, Action Plan to address under representation within our organisation	Equality Diversity & Incl\Positive Action\	01-Oct-21	Ongoing	All Staff	EDI Coordinator		Open
2	Oct-19	Is it recruitment, retention or progression (or all three) that contribute to our GPG?	Do women and men join RBFRS at different levels?	Equal Pay Audit undertaken to assess starting salaries	Equal Pay audit did not highlight any issues with this area - enhanced monitoring for future audit has begun to simplify the review in future years and introduction of HR quarterly checks to ensure accuracy of reporting	01-Oct-19	30-Oct-19	SLT / HR /Staff	HR Adviser	Completed	Closed
3	Oct-19	Is it recruitment, retention or progression (or all three) that contribute to our GPG?	Is there a gender imbalance at application / shortlist / job offer?	Monitor different sector recruitment throughout recruitment process	WT campaign monitoring completed and percentage progression consistent throughout the process up to interview - report provided to EDI forum on recruitment stats. 2021 campaign to be reviewed January 2022. Green book - review reported to EDI Forum, further statistical review to be completed January 2022 Control - review to be undertaken following October recruitment campaign completion EDI data update for recruitment now included in the Strategic Performance Board (SPB) quarterly reporting (from Q4 2021/22)	01-Oct-21	31 January 2022 and after each campaign	All staff and potential applicants	Emma Rickards/ Emma Scott	Attraction rates for operational staff known issue see Action ref 1. Further action delayed due to Covid pandemic	Open
4	Oct-19	Is it recruitment, retention or progression (or all three) that contribute to our GPG?	Do women and men leave RBFRS at the same rate and for the same reasons?	Review leaver data Male v Female consider reasons and pay levels on leaving	Leaver demographics analysis undertaken, further analysis to be undertaken of leaver data to review pay levels on leaving. Exit survey reviewed and re-published to allow for further analysis of leaver data. Leaver data reviewed on a quarterly basis	01-Oct-20	30-Sep-20	All Staff	Jorgie Wright/Lucy Greenway	Completed	Closed
5	Oct-19	Is it recruitment, retention or progression (or all three) that contribute to our GPG?	Do people get 'stuck' at certain levels within your organisation. Are women applying for promotions at the same rate as men?	Review promotion process to consider demographics of applicants.	Information to be reviewed after current promotion processes - these have been delayed due to the COVID pandemic. Continuous review of progression and promotion data at SPB from Q4 2021/22	01-Oct-21	Quarterly	All Staff	R&D		Open
6	Oct-19	Is RBFRS clear in its pay and progression processes?	Do we advertise flexible working Policies Internally and externally?	Review benefits pages	Reviewed as part of recruitment project	31-Jul-19	31-Jul-19	All Staff and potential applicants	HR Adviser/EDI Co-ordinator	Completed	Closed
7	Oct-19	Is RBFRS clear in its pay and progression processes?	Do you have standardised transparent recruitment processes that remove opportunities for bias?	Review of recruitment policies and awareness training	Policy reviewed and published - training to be rolled out incorporating job design / advert writing / shortlisting and unconscious bias. Launch of behaviour competency framework which will permeate all aspects of working life at RBFRS, whereby inappropriate behaviours will be challenged and positive behaviours are encouraged	01-Sep-20	31-Mar-21	All recruiting Mangers	HR Adviser	Awareness training commenced September 2020	Closed
8	Oct-19	Is RBFRS clear in its pay and progression processes?	Do all employees have the same access to information on promotion pay rises and bonuses?	Equal pay audit undertaken to assess merit payments Operational promotion policy to be reviewed	Equal pay audit completed - no issues identified Promotion policy reviewed	21-Oct-19	31-Mar-21	All staff	HR Adviser	Completed	Closed
9	Oct-19	Organisational responsibility for EDI and driving Change	Do you have a dedicated head of Diversity and Inclusion?	Ownership of EDI considered at SLT level	Allocated to AM in Service Delivery,		01-Apr-19	SLT / EDI Forum members	SLT	A temporary dedicated EDI Coordinator has been recruited to support embedding of EDI agenda within the organisation	Closed
10	Oct-19	Organisational responsibility for EDI and driving Change	Is diversity and inclusion a regular item on your board agenda?	Consideration of EDI at appropriate forum	EDI forum set up which feeds back to SLT for areas for decision making		01-Apr-19	SLT / EDI Forum members	Becci Jefferies	Completed	Closed
11	Oct-19	Organisational responsibility for EDI and driving change	Do you review your actions to monitor effectiveness and adapt to changing circumstances?	Review of EDI action Plan and Positive Action plan to monitor effectiveness and adapt to changing circumstances	EDI Action plan / Positive Action plan reviewed regularly and reported back through to EDI Forum		01-Apr-19	SLT / EDI Forum members	Becci Jefferies and Forum	Completed	Closed

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12	Oct-19	Additional Actions following the Equal Pay Audit 2019 specific to RBFRS GPG 2019	Are all allowances paid by RBFRS equitable?	Review of uniform allowance	Proposal to consult instigated	21-Oct-19	30-Mar-20	TVFCS	HR / GM TVFCS	Completed	Closed
13	Oct-19	Additional Actions following the Equal Pay Audit 2019 specific to RBFRS GPG 2019	Is CPD allowance accessible to all employees?	Review application process and form required to receive CPD	Feedback sought and plan in place to update the process	16-Sep-19	31-Dec-19	Operational Staff	HR Adviser	Completed	Closed
14	Oct-19	Additional Actions following the Equal Pay Audit 2019 specific to RBFRS GPG 2019	Are spinal column starting points free from unconscious bias?	Development of enhanced system for monitor and review starting pay points and reasons thereof	Spreadsheet in place and HR inputting as required, utilising hyperlink to evidence. This provides a detailed audit trail.	20-Oct-19	30-Oct-19	All Green Book staff	HR Adviser	Completed	Closed
15	Oct-19	Additional Actions following the Equal Pay Audit 2019 specific to RBFRS GPG 2019	Are merit payments given in a fair and equitable manner?	Monitor the allocation of merit payments and reasons thereof.	Recording mechanism reviewed and process updated to ensure all requests are logged in HR and monitored by the HR Manager	16-Sep-19	30-Oct-19	All Staff	HR Adviser	Completed	Closed
16	Oct-19	Gathering Further evidence (evidence identified internally by RBFRS required to further inform development of actions to reduce GPG)	N/A	Review the attraction of applicant for Green Book roles over last 2 years to identify if the gender make up of applicants varies depending on grade of role to ascertain if fewer women are joining at higher salaries	Statistical review set up to enable the attraction rates of Green Book candidates in all areas for future recruitment campaigns. Further information is also collected through the revised Exit Interview process, which aims to identify and address any issues related to retention of female staff.	01-Oct-19	30-Mar-20	HR / All Staff	HR Adviser	Completed	Closed
17	Oct-19	Gathering Further evidence (evidence identified internally by RBFRS required to further inform development of actions to reduce GPG)	N/A	Undertake further analysis of length of service at each role before achieving promotion (male v female) (support action ref 5)	Commenced (delayed due to COVID pandemic). This data review will now be incorporated into the quarterly EDI update for SPB (from Q4 2021/22)	01-Oct-21	Quarterly	HR / All Staff	EDI Coordinator		Open
18	Oct-19	Gathering Further evidence (evidence identified internally by RBFRS required to further inform development of actions to reduce GPG)	N/A	Review of Maternity returners - do they return?	Commenced (delayed due to COVID pandemic)	01-Oct-20	31-Mar-21	HR / All Staff	HR Adviser		Closed
19	Oct-19	Gathering Further evidence (evidence identified internally by RBFRS required to further inform development of actions to reduce GPG)	N/A	Review process for seeking views regarding barriers female employees face within RBFRS. Roll out of Behavioural Competency Framework	Survey undertaken with regard to views of female operational employees regarding culture and progression. Report written on the findings and any conclusions will be built into the EDI action plan. Behavioural Competency Framework to be re-launched in 2022 in line with revised Employee Code of Conduct.	01-Oct-21	31-Mar-22	HR / All Staff	EDI Coordinator HR Adviser		Open
20	Oct-19	"Reducing the gender pay gap and improving gender equality in organisations" (Guidance form GEO) 2019	https://gender-pay-gap.service.gov.uk/public/assets/pdf/Evidence-based_actions_for_employers.pdf	Review actions as outlined in the "Reducing the gender pay gap and improving gender equality in organisations" (Guidance form GEO) 2019 and incorporate into GPG action plan as appropriate	A number of areas have been actioned as recommended in the report - <ul style="list-style-type: none"> • Review of work based assessments • Review of Interview practices - leading to the development of further training • Advert templates reviewed in line with language and recommended publicity of pay ranges • EDI Forum development • Benefits review including flexible benefits - this review identified that RBFRS offers a comprehensive and very flexible range of benefit options which support inclusion • Targeting underrepresented groups - e.g. Women returners • Provision of enhanced training for recruiting managers (job design through to selection in including unconscious bias) 	01-Oct-20	31-Mar-21	All Staff and Applicants	HR / EDI Coordinator	- Gender decoder incorporated into the advert process/guidance - Employers Equal Opportunity statement for job advert - EDI Training rolled out across the service	Closed