

Gender Pay Gap Report Action Plan 2023-2024 to 2024-2025

Aims/ Targets/ Objectives	How this will be achieved	What expected outcome will be	What evidence will support this	Who will lead this	Timescales this will be achieved within	Where this will be reported/ monitored to - ie Committee/ Group	Progress Update January 2023	Progress Update November 2023	Timescale
To reduce the Trust's gender pay gap	Review the trust's policies for offering flexible working and fair rostering to ensure access and provision is available for all pay grades	Equal and fair access and provision of part time, job share, flexible and remote working arrangements.	Revised flexible working policy Revised rostering policy	HRBP E-Rostering Lead Nurse	Before next GPG reporting period	People Committee	We have completed the review and launched our revised flexible working policy in line with updated AfC T&Cs, to ensure access is available from the first day of employment. We have updated and launched our revised rostering policy and fair rostering top tips.	Further refining of flexible working policy has commenced to incorporate a requests' escalation stage and to tighten up on central logging and monitoring of FW requests. Rostering policy update completed.	March 2024

	Consider feasibility of introducing/piloting team-based rostering and assess merits of switching off current auto-rostering functionality within healthroster system from perspective of improving flexibility and fairness for all	Equal and fair access and provision of part time, job share, flexible and remote working arrangements.	Effective Team-based rostered areas	Deputy Director of People Senior Nurse Team E-Rostering Lead Nurse	Before next GPG reporting period	People Committee	A working group has been established in January 2023 focusing initially on supporting our nursing & midwifery managers and colleagues to be able to offer flexible working and fair rostering which is fairly and consistently applied	Flexible working in practice focus groups with managers and staff being held in November/December to gather insights into experiences, barriers faced and gauge appetite for piloting a team-rostering/self-rostering approach.	April 2024
	Develop practical support guides for managers and staff to proactively have conversations and manage requests for flexible working.	Equal and fair access and provision of part time, job share, flexible and remote working arrangements.	Flexible working Toolkit	HRBP	Before next GPG reporting period	People Committee	The flexible working group will develop support guides and toolkits for managers and colleagues	A health and wellbeing conversations toolkit and personalised plan template is currently in development, to support and encourage open conversations between line managers and their staff about flexible working and other wellbeing needs	January 2024

	Offer focussed support and guidance for leaders managing and staff working remotely in the longer- term post-pandemic.	Equal and fair access and provision of part time, job share, flexible and remote working arrangements.	Hybrid working and home working policy and toolkit	Deputy Director of Workforce	Before next GPG reporting period	People Committee	Consultation has commenced in December 2022 on a new hybrid working and home working policy and toolkit, which will help in embedding flexibility in where and how people work going forward.	New hybrid working and home working policy and toolkit approved and launched	Completed
	Increase and showcase flexible working arrangements in the Trust, target staff groups or work areas under-represented to create a flexible working culture	Equal and fair access and provision of part time, job share, flexible and remote working arrangements.	Regular comms including Director briefings on flex working culture linking to health & wellbeing programme and branding	HRBP Comms Lead Deputy Director of Workforce	Before next GPG reporting period	People Committee	The flexible working group will showcase flexible working arrangements which currently exist within the trust to raise awareness of what is possible as we work towards creating a flexible working culture across the organisation.	Plan to develop a flexible working web page on the staff hub to raise awareness, increase access and showcase staff stories/case studies.	February 2024

	Learn from other NHS organisations best practice case studies on flex working	Equal and fair access and provision of part time, job share, flexible and remote working arrangements	Best practice shared learning from case studies	HRBP Deputy Director of Workforce	Before next GPG reporting period	People Committee	The flexible working group will take learning from best practice areas and national toolkits to champion, showcase and pilot case studies to the Trust	Regular attendance at NHS England and NHS Employers flexible working webinars and workshops to gather information, to inform the web page content, new toolkit and flexible working approach.	February 2024
	Identify and increase recognition and support for staff who are carers to identify what issues they face	Increased recognition and support for staff who are carers	Revised carers leave policy	HRBP Deputy Director of Workforce	Before next GPG reporting period	People Committee	Increased carers leave provision in revised family friendly policy Proposal Paper to go to Executive Team in Jan 2023	Revised family friendly policy approved and launched.	Completed
	Identify and increase recognition and support for staff who are carers to identify what issues they face	Set up peer support group and access to resources and information for staff who are carers	Working Carers support group	Head of Inclusion and Wellbeing HWB Coordinator HRBP	Before next GPG reporting period	People Committee	In November 2022 we launched our carers support group to raise awareness and increase recognition and	Carers support forum continues to be active and meets bi-monthly. Links have been made with the Patient Engagement Team who have launched the Carer	Completed

							support of staff who are carers, to identify what issues they face, to lead to improved engagement and retention	and Care Partner Steering Group and Toolkit. An event was hosted for Carers week in June 2023 with good attendance and positive feedback.	
	Identify and increase recognition and support for staff who are carers to identify what issues they face	Profile and analysis of staff who are working carers and their needs & support in work is in place.	Use of ESR functionality to enable an employee to add a working carer competency and a working carer passport holder competency in ESR.	Workforce Planning & Information Manager Head of Inclusion & Wellbeing	Before next GPG reporting period	People Committee	We are planning to present the ESR working carer passport to the carers support group to gauge interest in using the functionality	Completion of personalised health and wellbeing plan to be used to capture and support working carers' needs.	January 2024
	Develop and refine the Trust's approach to talent management and succession planning to help	Identification of top talent and their access to leadership development programmes,	A plan outlining the Trust's approach for developing a structured	Head of Leadership & Organisational Development	Before next GPG reporting period	People Committee	A high-level talent management and succession planning approach will be	New Organisational Development Strategy to be presented to the Executive Team and People Committee in	December 2023

	support career progression and the Trust's ability to fill critical roles.	structured career coaching conversations, work shadowing opportunities, work mentors and coaches.	talent and succession management process.				included as part of the Organisational Development (OD) Strategy by end of March 2023. We are also planning to expand our internal Coaching and Mentoring capability as part of the OD strategy, which will provide more support for the career progression of our Talent.	November 2023, and Trust Board in Dec 2023 for approval.	
	Offer a mentoring and buddying scheme for female and male consultants to encourage and support them with their Clinical Excellence	Consultant CEAs mentoring and buddying scheme established and being accessed by female and male applicants for the 2023	CEAs mentoring and buddying scheme Guide	Medical Staffing Manager	Before the launch of the CEAs 2023 round	People Committee	A working group is to be established to develop the new process and offer a mentoring scheme from individuals who	2023 round has not yet commenced until an agreement is reached with the LNC on process.	April 2024

	Awards (CEAs) applications for the 2023 round	round					have previously been successful in their applications.		
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