

Gender Pay Gap Report Action Plan 2021/2022 – 2022/2023

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	Timescale	Progress Update February 2022
To reduce the Trust's gender pay gap	Review the trust's policy and approach to offering flexible working opportunities to ensure fair 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	HRBP	Before next GPG reporting period	People Committee	March 2022	Revised flexible working policy drafted in line with updated AfC T&Cs, giving access to all to request flexible working from day 1, to be agreed at next Policy Review Group
	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 Workforce Senior Nurse Team E-Rostering Lead Nurse	Before next GPG reporting period	People Committee	March 2023	

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	<p>Develop practical support guides for managers and staff to proactively have conversations and manage requests for flexible working.</p> <p>Offer focussed support and guidance for leaders managing and developing remote teams and geographically dispersed teams over the longer- term post-pandemic.</p>	<p>Equal and fair access and provision of part time, job share, flexible and remote working arrangements.</p>	<p>Flexible working Toolkits, Remote team-working Guidance</p>	<p>Deputy Director of Workforce HRBP</p>	<p>Before next GPG reporting period</p>	<p>People Committee</p>	<p>Sept 2022</p>	

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	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	Before next GPG reporting period	People Committee	Dec 2022	
	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	Before next GPG reporting period	People Committee	June 2022	

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	Use employee self-service and manager self-service functionality in ESR following roll-out, to receive, record and report on flexible working requests and outcomes	Equal and fair access and provision of part time, job share, flexible and remote working arrangements	Reporting of flexible working numbers and arrangements.	Workforce Planning and Information Manager	Before next GPG reporting period	People Committee	March 2023	
	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	Before next GPG reporting period	People Committee	March 2022	Increased carers leave provision in revised family friendly policy drafted to go to next Policy Review Group
	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	Before next GPG reporting period	People Committee	May 2022	

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	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	Before next GPG reporting period	People Committee	June 2022	

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	Develop and refine the Trust's approach to talent management and succession planning to help support career progression and the Trust's ability to fill critical roles.	Identification of top talent and their access to leadership development programmes, structured career coaching conversations, work shadowing opportunities, work mentors and coaches.	A plan outlining the Trust's approach for developing a structured talent and succession management process.	Head of Learning & Development	Before next GPG reporting period	People Committee	March 2022	<p>Current talent management delegates and various leadership programmes running including new ICS compassionate leadership and RCN clinical leadership courses.</p> <p>L&D held register of internal work mentors and coaches and staff access to external NE&Y coaching register</p> <p>Out for expressions of interest for new level 5 apprenticeship coaching qualification</p> <p>Recruitment on-going for appointment of new Assoc Director of Organisational Development to take forward talent management and leadership development strategy.</p>

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	Develop a simplified user-friendly appraisal record form to enable more quality appraisal and personal development review conversations to take place between appraiser and appraisee.	High quality appraisal and personal development review and planning conversations.	Appraiser and appraisee feedback on the process and the quality of the appraisal discussion following the appraisals round in 2022.	Head of Learning & Development	Before the start of the next appraisal window	People Committee	March 2022	Deferred until March 2023 for 2023 appraisal cycle, due to on-going Covid pressures