

GENDER PAY GAP ACTION PLAN - 2025/2026

The action plan is aligned to the High Impact Actions from the NHS England EDI Improvement Plan. Whilst our action plan, will be refreshed annually, the core themes will run from 2024-2027 as part of the transition to a 3-year EDI Plan to implement impactful culture change over a sustained period of time.

Monitoring and Evaluation

The action plan will be monitored by the Diversity and Inclusion Steering Group (DISAG) and will be presented to the EMB for approval and the People Committee for assurance. The aim of the action plan is to reducing the Gender Pay Gap, year on year, through the implementation of actions identified.

	GOAL/OBJECTIVE	Actions	Monitoring	Accountability	Due Date	RAG / Evidence
1.RECRUITMENT & RETENTION	Target specific bands and roles for females through targeted recruitment and retention work so that there is an increase in successful female appointments at supervisor and manager levels.	1.1 Add functionality into exit interview app to enable reporting of data by gender. Then analyse data by gender breakdown.	Data to be reviewed 6 monthly at DISAG to identify any additional actions required	Lucy Mackcracken	March 2026	Development to App live from 4 September 2025. First report will be complete for data collected Sep – February at DISAG
		1.2 Area of focus - fleet - low female staff numbers - Hosting events for development into more roles within Fleet for Women (2 events – management and staff roles)	Analyse feedback from attendees of events	Louise Jones & Women's Network Chair	January 2026	

		1.3 Influencing the future graduate intake gender imbalance	For uodate at DISAG	Louise Jones	January 2026	
		1.4 (Comms action for media (i.e balance of representation gender/ethnicity/age/ neuro-diversity/hidden and visual disabilities in campaigns/posters and social media)	Update at DISAG	Comms	March 2026	

2.LEADERSHIP & DEVELOPMENT	Support and retention of women at all ages within the workforce and as they develop their careers	2.1 Keep sharing stories from senior females in the organisation - podcasts, video interviews	For update at DISAG	Barbara Kozlowska	31 st March 2026	
		2.2 Encourage male engagement with the women's network and events	For update at DISAG	Women's Network Michelle Brotherton	31 Dec 2025	

3.HEALTH & WELL-BEING & FLEXIBLE WORKING	Managers and supervisors are empathetic, compassionate, confident, and effective in engaging with staff and their requests for flexible working.	3.1 - Create case studies of staff accessing the Flexible working policy and promote this in weekly brief and various other platforms.	For update at DISAG	Lucy Mackcracken	March 2026	WB article promoting flexible working pre-recorded sessions published w/c 25/08 Further article drafted with flexible working case numbers drafted and pulled by Chief Executive
		3.2 Gain menopause friendly employer accreditation with Henpicked	Review at Health & Wellbeing Steering Group	Lucy Mackcracken Charanpreet Dheensa	November 2026	Working group to be established with face to face kick off meeting in October 2025
		3.3 Gap analysis to be undertaken following analysis of results from Menopause surveys to inform actions for working group as 3.2	Review at DISAG	Lucy Mackcracken Charanpreet Dheensa with support from Women's Network	March 2026	Survey analysis report to be shared with working group ahead of first meeting once members are established

		3.4 Health and Well-being team to record data on health checks undertaken for male and female	To be incorporated reporting at HWB Steering Group	Manjeet Malhi	October 2026	
		3.5 – Review outcome from flexible working appeals to understand themes and lessons learnt.	Review at DISAG	Lucy Mackcracken Stephanie Simister	March 2026	

Business as usual activities that will continue and which have featured in last years action plan:

- 1) Specific support for females in bands 1-6 through action learning or similar to increase confidence and knowledge in managing their careers and progression building on the Springboard programme with evaluations reported to People Committee on completion of each programme.
- 2) Publish female progression case studies in Flourish resource so that female staff can see successful role models.
- 3) Continue to promote opportunities via the Womens Network - influential speakers at meetings and events.
- 4) Continue and carry out compassionate leadership development with all front-line supervisors & senior managers (to include empowering their decision making, using discretion, flexibility in application of policies / procedures, personal impact
- 5) Continuation of the Springboard programme for Women with evaluations reported to People Committee on completion of each programme.
- 6) measure impact of development programmes like Springboard, EL, Building confident female leaders
- 7) Reunion and celebration event of previous Springboard attendees
- 8) Continue to create awareness of provision of Sanitary products across Trust sites
- 9) Continue Employee Relations training for all supervisors. Continue to promote uptake of all training packages for all managers and supervisors