North Cheshire and Mersey
NHS Foundation Trust

North Cheshire and Mersey NHS Foundation Trust

Combined Gender Pay Gap action plan 2026/27

Ref	Action	Rationale	Lead	Timescale	Success Measure
GPG01	Complete a detailed Gender Pay Gap deep dive by staff group, profession, pay band and leadership level to identify areas of over or under-representation and any workforce irregularities.	Initial analysis demonstrated that the acute upper quartile contains 30.01% male staff compared to 23% male representation across the workforce. Further analysis excluding Medical and Dental colleagues significantly reduced this disparity, indicating that workforce composition is a key driver and requires further investigation.	Adam Harrison-Moran / Ruth Besford	July 2026	Full analytical report completed and presented to SPC.
GPG02	Establish quarterly Gender Pay Gap Review Meetings aligned to WRES and WDES governance arrangements.	Enables routine scrutiny of workforce data, progression outcomes and improvement actions.	Adam Harrison-Moran	August 2026	Quarterly reporting established with agreed dashboard.
GPG03	Review representation within Agenda for Change Bands 8a - 9, Medical and	Men remain disproportionately represented within higher paid quartiles and leadership positions.	Adam Harrison-Moran /	September 2026	Baseline established and reported annually.

	Dental, VSM and Executive roles by gender.		Ruth Besford		
GPG04	Undertake recruitment and promotion equality analysis for Bands 8a and above.	To understand whether there are gender disparities within promotion and appointment processes.	Culture and Inclusion	October 2026	Annual recruitment and promotion equality report produced.
GPG05	Develop female leadership pipeline programme aligned to Leadership and Management Framework.	Improve progression opportunities into senior leadership and strategic roles.	Adam Harrison-Moran / Ruth Besford	March 2027	Increased participation of women in talent and leadership programmes.
GPG06	Develop clear career pathway maps for administrative, clerical and corporate services.	Analysis suggests a large proportion of female staff remain concentrated within lower and middle pay quartiles.	Adam Harrison-Moran / Ruth Besford	March 2027	Career pathways published and promoted trust wide.
GPG07	Strengthen appraisal quality focusing on career conversations and progression.	Improvement of career development opportunities already identified within the wider staff survey improvement programme.	Adam Harrison-Moran / Ruth Besford	March 2027	Improvement in NHS Staff Survey career progression indicators.

GPG08	Complete qualitative engagement sessions (Women's summit) with women working within Bands 7 - 9, VSM and Medical workforce roles.	To understand barriers to progression and identify improvement opportunities.	Ruth Besford	January 2027	Findings incorporated into action plan refresh.
GPG09	Establish integrated NCM Gender Pay Gap baseline following the first North Cheshire and Mersey reporting cycle.	2026 represents the final pre-integration reporting position; a new integrated baseline is required.	Adam Harrison-Moran / Ruth Besford	June 2027	New baseline approved by SPC and Board.