

# NHS equality, diversity, and inclusion improvement plan





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## Welcome



The goal of this plan is to:



- improve equality, diversity, and inclusion in the NHS



- make sure NHS staff feel like they belong in the organisation



- make sure NHS staff have a better experience at work.





The NHS has used up-to-date information to write six high-impact actions.



### High impact action 1

Chief executives, chairs and board members should put EDI objectives in place that they are personally responsible for.



### High impact action 2

Employ and develop staff in a fair and inclusive way and target groups that are under-represented in the organisation.



### High impact action 3

Write and put an improvement plan in place to end pay gaps.



04

#### High impact action 4

Write and put an improvement plan in place that deals with health inequality in the workforce.



05

#### High impact action 5

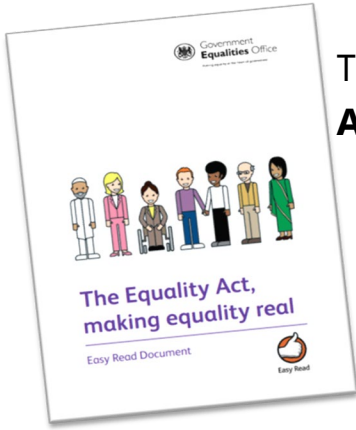
Set up a detailed programme for NHS staff recruited from countries outside the UK.



06

#### High impact action 6

Create a workplace that ends bullying, discrimination, harassment, and physical violence at work.



This plan includes all **nine** protected characteristics in the **Equality Act 2010** which are listed below:



## Introduction

This document is introduced by:



**Amanda Pritchard**

NHS Chief Executive

and



**Dr Navina Evans**

Chief Workforce, Education and Training Officer,  
NHS England



“Welcome to the NHS’s first equality, diversity and inclusion improvement plan.



The NHS started in 1948.



The workforce is more diverse today than it was 75 years ago.

The values of the NHS are:



# THE NHS CONSTITUTION



Working  
together  
for patients



Respect  
and dignity



Commitment  
to quality of  
care



Compassion



Improving  
lives



Everyone  
counts





The NHS have written this equality, diversity and inclusion improvement plan to:



- build on improvements in recent years



- target areas for improvement.



An inclusive NHS will mean:



- less staff leaving their job



- more staff want to stay



- important NHS plans and documents are supported



For non-urgent services to recover from the delays caused by COVID-19, the NHS needs:



- more new staff



- current staff to stay



- to start different ways of working.



This is more likely to happen if:

- everyone is treated fairly
- there is no discrimination.



Thank you to everyone from the NHS leadership team to all NHS staff for:

- working with compassion
- putting patients and people first
- dealing well with challenges



We hope this plan:

- supports NHS workplaces to be more diverse and inclusive





- supports staff to feel they belong at the NHS and have a good career.



## High Impact Actions and Goals



This EDI improvement plan includes **six** targeted actions to deal with harmful behaviour in the NHS workforce such as:



- discrimination - treating someone unfairly because of who they are or their identity



- hateful comments and beliefs





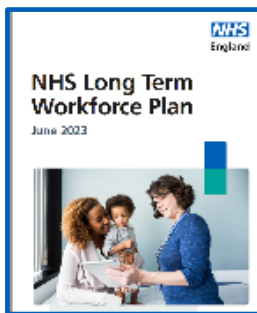
This plan was written with:



- staff network groups such as **DAWN** - the Disability and Wellbeing Network



- senior managers



This plan supports the aims of the Long-Term Workforce Plan.



This improvement plan also supports four goals:

1



Dealing with discrimination and supporting staff to use their skills and experience to offer the best patient care.

2



Checking that leaders are inclusive and promote fairness and equality.

3



Giving local people more opportunities to have good careers and improve social mobility

4



Supporting the levelling up agenda to make sure the NHS is known as:



- a good employer
- an important organisation in the local area



an organisation where skilled people from diverse backgrounds want to work



Working with trade unions and staff networks will help the NHS to reach these goals.



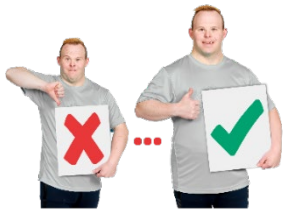
NHS England will write a guide about working towards the Equality Diversity Inclusion Improvement plan for:



- NHS organisations



- [Integrated Care Boards](#)



The improvements will be supported by:



- good practice examples



- a dashboard - an online platform where NHS organisations can check their progress



NHS England will also follow this Equality, Diversity and Inclusion Improvement Plan because all NHS organisations must follow the plan in the same way.





## Why does the NHS need to change?



The NHS staff survey and workforce information show us that the NHS would be more inclusive if there were:



- more female senior managers



- less discrimination against staff BME backgrounds



- more disabled staff worked for the NHS



- less bullying of disabled staff



- less LGBT+ staff were bullied and harassed



This is important because a more inclusive workforce means:



- staff work better together and come up with better ideas



- staff want to continue working for the NHS



- patients get a better and safer service



- a better and safer service for diverse communities



In the next part of the document we look at the six High Impact Actions and how the NHS can check if it has taken the action needed.

01



## Checking progress of High Impact Action 1

Chief executives, chairs and board members should put EDI objectives in place that they are personally responsible for.



There are annual appraisals for the chair and chief executive on their EDI aims.



Use the **board assurance framework** to check how the organisation is doing and how it could do better.

A **board assurance framework** tells board members how an organisation is dealing with risk that could stop it from reaching its goals



For more information and case studies, go to the **EDI** repository.

[Click on this link](#)





## 02

## Checking progress of High Impact Action 2

Employ and develop staff in a fair and inclusive way and target groups that are under-represented in the organisation.



Organisations should check their progress by comparing information from NHS standards and collecting feedback from staff.



Organisations can check the following progress using the **WRES** and **WDES**:



- how likely it is that staff are hired after they are shortlisted



- if race and disability representation is improving every year for all staff, this would lead to fairer representation over the life of the plan



- if race and disability representation is improving every year for senior leaders Band 8C and above, for the life of the plan



Organisations can use the NHS Staff Survey to find out how many staff have access to:



- good careers



- training



- development opportunities



## Using the National Education and Training Survey or NETS



**NETS** should have a new metric to measure the quality of training.



Organisations should use **NETS** to find out if more diverse people will be shortlisted by **March 2026**.



03



### Checking the progress of High impact action 3

Write and put an improvement plan in place to end pay gaps.



Make sure these pay gaps are reduced every year:



- gender pay gap



- race pay gap



- disability pay gap



Put out a report every year on pay gaps





## Checking the progress of High Impact Action 4

Write and put an improvement plan in place that deals with health inequality in the workforce.



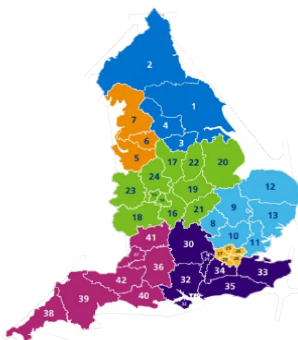
## NHS Staff Survey

NHS organisations should take action on staff health and wellbeing.



## NETS

Add a separate score for the quality of training.



## Working together

From April 2024 to March 2025, NHS England will work with Integrated Care Boards and **other organisations** to work out if health inequalities are reducing in the workforce.



05

## Check progress of High Impact Action 5

Set up a detailed programme for NHS staff recruited from countries outside the UK.



## NHS Staff Survey

Find out if international staff feel like they belong at the NHS.



Check that international staff experience less bullying and harassment by teams or line managers.



06

## Checking the progress of High Impact Action 6

Create a workplace that ends bullying, discrimination, harassment, and physical violence at work.



## NHS Staff Survey



Check that incidents of bullying, harassment and discrimination from line managers or teams are going down each year.



Include questions about the Freedom to speak up.



## National Education and Training Survey – NETS



NETS should have a new metric to measure incidents of bullying and harassment.



Click [here](#) for more information and case studies.



## Making change happen



As England's largest employer, the NHS should lead the way in creating inclusive workplaces.



NHS leaders, especially chairs and chief executives, must lead by example and show that they want inclusive workplaces.



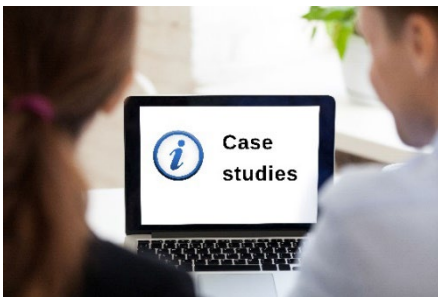
Board members should work out how much support they need to achieve this.





We expect all NHS organisations to work towards the six high impact actions.

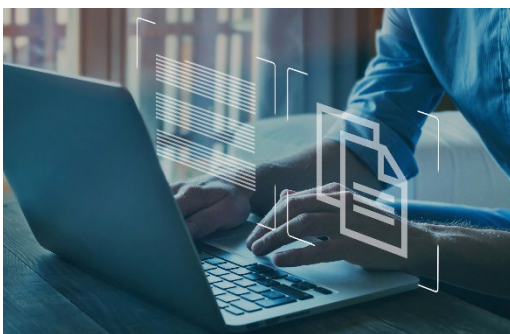
NHS England will support other NHS organisations to:



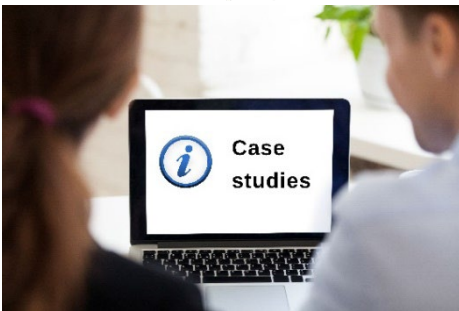
- check best practice examples



- work out which projects could help a local NHS organisation and Integrated Care System reach their high impact action points.



NHS England will use this information to update the support offered.

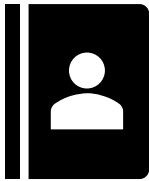


## Support from NHS England

NHS England will support systems and organisations to work towards the NHS EDI improvement plan.

A national EDI repository

The EDI Repository is an online platform for sharing good examples of:



- case studies



- useful information



- new research



The EDI repository will be regularly updated.



## A national EDI dashboard

A national dashboard of key EDI metrics will be available to most NHS organisations.



The dashboard will make it easier for organisations and NHS England to:

- check progress



- identify challenges



- support learning





Other organisations, such as the Care Quality Commission, could use the other organisations.



We know that the information we collect is limited in some areas, for example, such as:



- information about transgender colleagues



- information on Electronic Staff Records is not complete



From April 2023 to March 2024, we will:



Work with the Department for Health and Social Care to collect better information on protected characteristics.



From April 2023 to March 2024, we will:



Work with the Department for Health and Social Care and other partners to improve how we collect information.



For example, there is now a question about internationally trained staff in the NHS Staff Survey.





## Review and evaluation

NHS England will work out how much progress has been made on the high impact actions from **2024** to **2027**.



This will help us understand:



- if the organisation's culture has changed and more staff feel they belong at the NHS.



- what works well and does not work well



## Conclusion



NHS staff should feel like they belong.



NHS organisations and systems must be more inclusive, and our leadership must be more diverse.



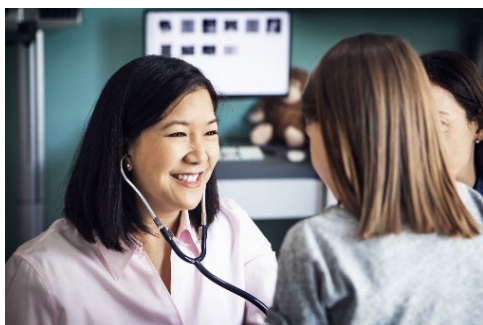
This plan includes actions that could:



- change the lived experience of staff



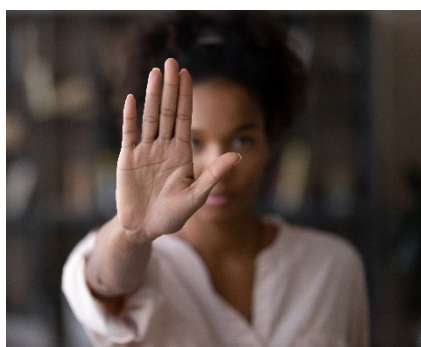
- achieve the benefits of greater equality, diversity and inclusion.



Research suggests a diverse workforce where everyone feels part of a team leads to the best patient care.

**TAKE ACTION**

NHS leaders should make sure we take action to:



- end all types of discrimination.



- use inclusive ways of working



- create an environment where everyone feels safe.