

# NHS equality, diversity, and inclusion improvement plan



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# Introduction

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Welcome to the NHS's first equality, diversity, and inclusion improvement plan. The NHS started in 1948 and the workforce is more diverse today than it was 75 years ago.

The NHS have written this equality, diversity and inclusion improvement plan to build on improvements in recent years and target areas for improvement.



The aims of this plan are 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**

# Introduction

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

01

## High impact action 1

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

02

## High impact action 2

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

03

## 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.

# Introduction

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



This plan was written with Staff Network Groups such as DAWN (the Disability and Wellbeing Network) and Senior Managers.

The equality, diversity and inclusion improvement plan was written 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

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**



# Introduction

For non-urgent services to recover from the delays caused by COVID-19, the NHS needs to keep existing staff, take on more new staff and develop new ways of working. This is more likely to happen if everyone is treated fairly and there is no discrimination



Thank you to everyone from the NHS leadership team and all NHS staff for working with compassion, putting patients and people first and dealing well with challenges.

# High Impact Actions and Goals

The EDI improvement plan supports the aims of the Long-Term Workforce plan. It includes **six** targeted actions to deal with harmful behaviour in the workforce such as discrimination and hateful comments and beliefs.

The plan also supports four goals. Working with trade unions and staff networks will help the NHS to reach these goals:



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



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



Checking that leaders are inclusive and promote fairness and equality.



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

- a good employer
- an important organisation in local areas
- an organisation where skilled people from diverse backgrounds want to work

# High Impact Actions and Goals

NHS England will write a guide about working towards the Equality Diversity Inclusion Improvement plan for NHS organisations and Integrated Care Boards.



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

The improvements will be supported by:

- good practice examples



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





# 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 bullied and harassed



It is important to know which areas must improve for the NHS to become more inclusive. A more inclusive workforce will mean:



**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**

# Checking Progress

In this part of the document, we look at the six High Impact Actions for this Equality, Diversity and inclusion plan and explain how the NHS can check if it is taking the action needed.



# Checking Progress of High Impact Action 1

01

## 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.

The board assurance framework should be used 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.



Click [here](#) for more information and case studies on the **National EDI Repository**.

# Checking Progress of High Impact Action 2

02

## 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 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



NHS

## Workforce Disability Equality Standard

2021 data analysis report for NHS trusts and foundation trusts



# Checking Progress of High Impact Action 1

02

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

- good careers
- training
- development opportunities



# Checking Progress of High Impact Action 2

02

## 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 can use 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**.



# Checking Progress of High Impact Action 3

03

## 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 Progress of High Impact Action 4

04

## High impact action 4

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



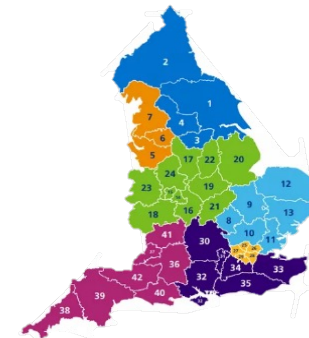
### NHS STAFF SURVEY

Look at information from staff surveys and take action on staff health and wellbeing.



### NETS

Use NETS to 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.



# Checking Progress of High Impact Action 5

05

## 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. .

# Checking Progress of High Impact Action 6

06

## 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 Freedom to Speak up.



### NETS

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

Click [here](#) for more information and case studies on the **National EDI Repository**.

# 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 workplace. 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** is an online platform which will be used to support organisations, by sharing:

✓  
✓  
useful information

examples of good work and 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



The National EDI Dashboard will also be available to other organisations, such as the Care Quality Commission and The Equality and Human Rights Commission.

# A National EDI Dashboard

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

- Information about transgender colleagues
- Incomplete information on electronic staff records

From April 2023 to March 2024 NHS England will work with the Department for Health and Social Care to collect better information on protected characteristics.



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.

# Conclusion

**NHS staff should feel like they belong.**

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



This EDI plan includes actions that could:

- ✓ Change the lived experience of staff
- ✓ Achieve the benefits of greater equality diversity and inclusion.



# Conclusion

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



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**

