National EDI Improvement Programme 2025-26 Combined Action Plan

NHSE High Impact Actions (HIA)	Description	NHSE Success metrics	Trust 25/26 Action Plans Aligned with the HIA	Responsible Owner(s)	Target completion date	Strategy/Plan/Action	RAG
High Impact Action 1 **Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable.**	• Every board and executive team member must have EDI objectives that are specific, measurable, achievable,relevant, and timebound (SMART) and be assessed against these as part of their annual appraisal process (by March 2024). • Board members should demonstrate how organisational data and lived experience have been used to improve culture (by March 2025). • NHS boards must review relevant data to establish EDI areas of concern and prioritise actions. Progress will betracked and monitored via the Board Assurance Framework (by March 2024)	Annual Chair/CEO appraisals on EDI objectives - via Board Assurance Framework (BAF)	**Trust Board to hold a development workshop focused on health inequalities to consider how we develop the governance processes for health inequalities.**	Medical Director Chief Nursing Officer	Q2 2025/2026	EDS22	🟧
			The engagement process for developing the Trust's Five-Year Strategy to encompass how we address equality and health inequalities in the development and implementation of the new strategy.	Deputy Chief Executive	Throughout 2025/2026	EDS22	🟧
			Staff networks to have the opportunity to present to and interact regularly with Board members and senior leaders.	Head of EDI Director of Workforce and Organisational Development Staff Networks	Throughout 2025/2026	EDS22	🟩
			All Staff Networks to have an Executive sponsor	Head of EDI Director of Workforce and Organisational Development Staff Networks	Q1 2025/2026	EDS22	🟧

		Action	Lead	Timescale	Reference	
		Board members and senior leaders sponsor religious, cultural or local events and/or celebrations.	Head of EDI Board Members Staff Networks	Throughout 2025/2026	EDS22	
		Board members hold services to account and raise issues relating to equality and health inequalities on a regular basis	Head of EDI Director of Workforce and Organisational Development Board of Directors	Throughout 2025/2026	EDS22	
		Board members and senior leaders actively communicate with staff and/or system partners about health inequalities, equality, diversity and inclusion.	Head of EDI Director of Workforce and Organisational Development Board of Directors	Throughout 2025/2026	EDS22	
		Continued visible leadership by Board members in the embedding of the vision for inclusive leadership through leading/attending leadership events.	Head of EDI Director of Workforce and Organisational Development Board of Directors	Throughout 2025/2026	EDS22	
		EDI to become a standing item on Divisional/ Directorates Performance/Business meetings encouraging discussion of the Staff Survey, pulse survey, WRES, WDES, Gender Pay Gap, and delivery of identified actions they are taking to improve their staff experience. •Head of EDI to regularly attend and give updates at Department/Division/Directorate meetings	Head of EDI Director of Workforce and Organisational Development	Q1	WDES WRES	

			Continue to encourage staff to update personal EDI data to include their closure relating to disability	Head of EDI	Throughout 2025/2026	WDES	🟧
			Work towards Level 3 of Disability Confident Employer.	Head of Resourcing Head of EDI Head of Employee Relations	Q3	WDES	🟥
High impact Action 2 **Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity.**	• Create and implement a talent management plan to improve the diversity of executive and senior leadership teams (by June 2024) and evidence progress of implementation (by June 2025) • Implement a plan to widen recruitment opportunities within local communities, aligned to the NHS Long Term Workforce Plan. This should include the creation of career pathways into the NHS such as apprenticeship programmes and graduate management training schemes (by October 2024). Impact should be measured in terms of social mobility across the integrated care system (ICS) footprint	Relative likelihood of staff being appointed from shortlisting across all posts - WRES and WDES Access to career progression and training and development opportunities - NHS Staff Survey Improvement in race and disability representation leading to parity - WRES and WDES Improvement in representation senior leadership (Band 8C upwards) leading to parity - WRES and WDES Diversity in shortlisted candidates - To be debeloped in Year 2 Combined Indicator Score metric on quality of training - NETS	**The Trust to take positive action to improve diversity in the ethnicity composition of the Trust Board** •Ensure that the recruitment processes to Trust Board roles seek to widen the recruitment pool and that the recruitment processes are fair and transparent.	Director of Workforce and Organisational Development Chairman Chief Executive	When the opportunity arises	WRES	🟧
			Embed the Trust vision for inclusive leadership into our leadership training and development and provide focused EDI/inclusive leadership training for ward managers/clinical leads to improve the understanding of inclusive leadership: •Commission EDI training for ward managers/clinical leads •Implement recommendations for training and development in EDI on level 5	Head of EDI Head of Leadership Development	Q3 onwards	WDES WRES	🟧

			Continue the implementation of No More Tick Boxes recommendations into our recruitment and career progression practices and processes. •Establish EDI dashboards for each Division and Directorate to support them in identifying areas for further focus/improvement in their areas and to track and monitor progress •Continue to implement and refine the recruitment audit of band 7 and above as part of debiasing recruitment and to ensure lessons can be learnt •Review the use of Cultural Ambassadors and embed their involvement in the recruitment process, and the grievance and disciplinary process.	Head of resourcing Head of EDI	Throughout 2025/2026	WRES	
High Impact Action 3 **Develop and implement an improvement plan to eliminate pay gaps.**	• Implement the Mend the Gap review recommendations for medical staff and develop a plan to apply those recommendations to senior non-medical workforce(by March 2024). • Analyse data to understand pay gaps by protected characteristic and put in place an improvement plan. This will be tracked and monitored by NHS boards. Reflecting the maturity of current data sets, plans should be in place for sex and race by 2024, disability by 2025 and other protected characteristics by 2026. • Implement an effective flexible working policy including advertising flexible working options on organisations' recruitment campaigns. (March 2024)	Improvement in gender, race and disability pay gap - Pay Gap Reporting	**Use an intersectionality analysis approach to pay gaps across functions and roles to understand the realtionship across protected chararcteristics and engage staff networks on this subject to identify further positive action.**	Head of EDI Head of Workforce Information Staff Networks	Q3	GPG	
			Continue to embed and expand opportunities for flexible working arrangments for example increasing the use of self-rostering.	Head of Medical Staffing Rostering Suport Manager Head of Resourcing Head of Employee Realtions	Thoughout 2025/2026	GPG	
			Work with Clinical Directors to understand what additional guidance would help them to support senior medical staff in seeking and securing flexible working ararngements	Head of Medical Staffing Rostering Suport Manager Head of Resourcing Head of Employee Realtions	Q3	GPG	
			Work with the women's Network to explore the experience of colleagues returning from manternity leave/adoption/shared parental leave and identify opportunities for improving the support provided. **Promote career development**	Head of Medical Staffing Head of Employee Relation Women's Network	Q2	GPG	

			Promote career development programmes for medical staff, with the aim of improving the diversity of medical leadership across the Trust	Medical Director Head of Leadership Development and Training	Throughout 2025/2026	GPG	(red)
			Medical Director to continue to positively encourage and support consultant staff to make applications for national Clinical Excellence Awards. Proactively ensure that all female consultants who potentioally meet the criteria are encouraged to consider applying.	Medical Director	Throughout 2025/2026	GPG	(green)
High Impact Action 4 **Develop and implement an improvement plan to address health inequalities within the workforce.**	• Line managers and supervisors should have regular effective wellbeing conversations with their teams, utilising resources such as the national NHS health and wellbeing framework. (by October 2023). • Work in partnership with community organisations, facilitated by ICBs working with NHS organisations and arm's length bodies, such as the NHS Race and Health Observatory. For example, local educational and voluntary sector partners can support social mobility and improve employment opportunities across healthcare (by April 2025)	Question on organisation action on health and wellbeing concerns - NHS Staff Survey National Education & Training Survey (NETS) Combined Indicator Score metric on quality of training - NETS To be developed in Year 2 (24/25) by NHSE & ICS's	**Support the Disability and Difference and Working Careers Network to develop and implement a plan for the year including:** • Hosting events to celebrate key dates and raise awareness • Promote the work of the Network. • Identifying key objectives for the year	Head of EDI	Thoughout 2025/2026	WDES	(orange)
			Support the Race Equality Network to develop a plan for the year including: • Hosting four listening events. – Black History Month etc. • Promote the work of the Network. • Participate in staff Induction	Head of EDI	Thoughout 2025/2026	WRES	(orange)
			Continue to work with system partners and networks to identify opportunities for joint working on anti-racist initiative • Nominate a suitable person to undertake the Cultural Intelligence Facilitator training and collaborate with other facilitators across the system	Director of Workforce and Organasational Development Head of EDI	Throughout 2025/2026	WRES	(orange)

High Impact Action	Description	Metrics	Initiative	Responsible	Timeframe	Framework	Status
High Impact Action 5 **Implement a comprehensive induction, onboarding and development programme for internationally-recruited staff.**	• Line managers and teams who welcome international recruits must maintain their own cultural awareness to create inclusive team cultures that embed psychological safety (by March 2024). • Give international recruits access to the same development opportunities as the wider workforce. Line managers must proactively support their teams, particularly international staff, to access training and development opportunities. They should ensure that personal development plans focus on fulfilling potential and opportunities for career progression (by March 2024).	Question on belonging for Internationally Recruited staff - NHS Staff Survey Question on bullying, harassment from team/line manager for Internationally Recruited staff - NHS Staff Survey NETS Combined Indicator Score metric on quality of training Internationally Recruited staff - NETS	**Commission development programmes for BAME staff to support career development and progression.**	Head of Leadership Development Deputy Director of Workforce and OD Head of EDI	Q3	WRES	(orange)
High Impact Action 6 **Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur.**	• Review data by protected characteristic on bullying, harassment, discrimination and violence. Reduction targets must be set (by March 2024) and plans implemented to improve staff experience year-on-year. • Review disciplinary and employee relations processes. This may involve obtaining insights on themes and trends from trust solicitors. There should be assurances that all staff who enter into formal processes are treated with compassion, equity and fairness, irrespective of any protected characteristics. Where the data shows inconsistency in approach, immediate steps must be taken to improve this (by March 2024). • Ensure safe and effective policies and processes are in place to support staff affected by domestic abuse and sexual violence (DASV). Support should be available for those who need it, and staff should know how to access it. (By June 2024) • Create an environment where staff feel able to speak up and raise concerns, with steady year-on-year improvements. Boards should review this by protected characteristic and take steps to ensure parity for all staff (by March 2024).	Improvement in staff survey results on bullying / harassment from line managers/teams (ALL Staff) - NHS Staff Survey Improvement in staff survey results on discrimination from line managers/teams (ALL Staff) - NHS Staff Survey NETS Bullying & Harassment score metric (NHS professional groups) - NETS	**Transformational Reciprocal Mentoring for Inclusion Programme:** • Engagement and development of managers of cohort 3 participants. • Continue the engagement and development of cohort 1 &2 participants.	Head of EDI	Throughout 2025/2026	WDES WRES	(green)
	• Provide comprehensive psychological support for all individuals who report that they have been a victim of bullying, harassment, discrimination or violence (by March 2024). • Have mechanisms to ensure staff who raise concerns are protected by their organisation.		**Roll out the Neurodiversity toolkit to managers and HR teams to** • Educate line managers and HR teams about Neurodiversity in the workplace in order to improve the support for neurodivergent employees to achieve their full potential and are treated fairly	Head of EDI Head of Employee Relations	Q1 2025/2026	WDES	(orange)
			Trust Board to overseeing the setting of KPIs/targets for year-on-year improvement in key EDI metrics.	Head of EDI Director of Workforce and Organisational Development	Q1 2025/2026	EDS22	(orange)

Regular reporting and discussion at Board Committees and Trust Board on progress against EDI action plans and KPIs.	Head of EDI Director of Workforce and Organisational Development	Throughout 2025/2026	EDS22	