

Equality, Diversity and Inclusion Action Plan & Progress Report 2024 – 2026

Measurable objectives on EDI for Chairs Chief Executives and Board members.

Success metric

1a. Annual Chair/CEO appraisals on EDI objectives via Board Assurance Framework (BAF).



Overhaul recruitment processes and embed talent management processes.

Success metric

- 2a. Relative likelihood of staff being appointed from shortlisting across all posts
- 2b. NSS Q on access to career progression and training and development opportunities
- 2c. Improvement in race and disability representation leading to parity
- 2d. Improvement in representation senior leadership (Band 8C upwards) leading to parity
- 2e. Diversity in shortlisted candidates
- 2f. NETS Combined Indicator Score metric on quality of training



Eliminate total pay gaps with respect to race, disability and gender.

Success metric

3a. Improvement in gender, race, and disability pay gap



Address Health Inequalities within their workforce.

Success metric

- 4a. NSS Q on organisation action on health and wellbeing concerns
- 4b. National Education & Training Survey (NETS) Combined Indicator Score metric on quality of training
- 4c. To be developed in Year 2



Comprehensive Induction and onboarding programme for International recruited staff.

Success metric

- 5a. NSS Q on belonging for IR staff
- 5b. NSS Q on bullying, harassment from team/line manager for IR staff
- 5c. NETS Combined Indicator Score metric on quality of training IR staff



Eliminate conditions and environment in which bullying, harassment and physical harassment occurs.

Success metric

- 6a. Improvement in staff survey results on bullying / harassment from line managers/teams (ALL Staff)
- 6b. Improvement in staff survey results on discrimination from line managers/teams (ALL Staff)
- 6c. NETS Bullying & Harassment score metric (NHS professional groups)



[NHS equality, diversity, and inclusion improvement plan](#)

	Impact Measure	Actions	Lead	Timescale
1.0	Measurable EDI objectives for Chairs, Chief Executives and Board members	1.1 Every Board and executive team member must have measurable EDI objectives and be assessed against them as part of the annual appraisal process	Inclusion Directors	Quarterly Progress Review
		1.2 Board members can demonstrate how organisational data and lived experience have been used to improve culture	Inclusion Directors	30.03.2025
		1.3 NHS boards must review relevant data to establish EDI areas of concern and prioritise actions. Progress will be tracked and monitored via the Board Assurance Framework	Inclusion Directors	Quarterly Progress Review
		1.4 ICB consideration - Increase the diversity of the Trust Board by proposing Associate Non-Executive Director roles	Inclusion Directors	31.03.2025
		1.5 In partnership with ICSUs' develop succession plans to help increase the diversity of senior teams to better reflect our diverse patient community	Inclusion Directors	Quarterly Progress Review
		1.6 Improved workforce data, particularly disability coverage - Continue to monitor at ICSU and corporate performance reviews	AD Human Resources Organisational Development Inclusion Team	Quarterly Progress Review

		1.7 Ongoing career and interview skills training for staff	Inclusion Directors, Staff networks, Organisational Development	Quarterly Progress Review
2.0	Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity	2.1 Create and implement a talent management plan to improve the diversity of executive and senior leadership teams.	AD Human Resources Organisational Development	Quarterly Progress Review
		2.2 Evaluate career development For BME staff and assess progress against recruitment targets (Band 2-7/8A)	Organisational Development	Bi-annual Progress Review
		2.3 Create and build up list/bank of internal career coaches/mentors, and relationships train new/existing coaches/mentors as necessary	Head of OD	Quarterly Progress Review
		2.4 Assurance that we are using apprenticeships to widen the pool of people coming into the Trust – are we promoting medical apprenticeships?	AD Human Resources	Quarterly Progress Review

		2.5 Partnership with Recruitment team visiting NCL colleges and schools promoting Whittington Health as an employer of choice	AD Human Resources Organisational Development EDI Lead	Quarterly Progress Review
		2.6 Continue advice and training for diverse recruitment panels beyond AfC band 7 roles	AD Human Resources	Quarterly Progress Review
		2.6 Ongoing improvement of the appraisal process - line manager clarity on expectations and responsibilities in supporting staff to develop meaningful PDPs as a part of the annual appraisal process.	AD Human Resources Organisational Development	Quarterly Progress Review
		2.7 Review coverage of training activity data (BME & staff with disability) and draw up plans to include all training activity.	Head of Learning and Development	Quarterly Progress Review
		2.8 Review process for applying for and awarding secondments, ensuring that it is transparent, unbiased and links with successful planning framework.	AD Human Resources Organisational Development	Quarterly Progress Review
		2.9 Produce a Managers' Diversity Guide to help increase confidence and capability in managing diversity and diverse teams	Inclusion Directors, EDI Lead	Quarterly Progress Review

		2.10 Following a successful pilot, implement the offer of external mentoring scheme for BME staff who will benefit/request.	Inclusion Directors Organisational Development	Quarterly Progress Review
3.0	Develop and implement and improvement plan to eliminate pay gaps	3.1 Implement the Mend the Gap review recommendations for medical staff and develop a plan to apply those recommendations to senior non-medical workforce	AD Human Resources	Quarterly Progress Review
		3.2 Analyse data to understand pay gaps and put in place an improvement plan by all protected characteristics. This will be tracked and monitored by Trust boards.	AD Human Resources	Quarterly Progress Review
		3.3 Produce and analyse data to understand pay gaps by sex and race)	AD Human Resources	Quarterly Progress Review
		3.4 Produce and analyse data to understand pay gaps for disability	AD Human Resources	Quarterly Progress Review
		3.5 Produce & analyse data to understand pay gaps by protected characteristic	AD Human Resources Inclusion Directors	Quarterly Progress Review
		3.6 Implement an effective flexible working policy including advertising flexible working options on organisations' recruitment campaigns	AD Human Resources	Quarterly Progress Review

		3.7 Reflecting the maturity of current data sets, plans should be in place for sex and race, disability and other protected characteristics by 2026.	AD Human Resources Performance Team	Quarterly Progress Review
4.0	Develop and implement an improvement plan to address health inequalities within the workforce	4.1 Line managers and supervisors to have regular effective wellbeing conversations with their teams, using resources such as the national NHS health and wellbeing framework .	Head of Wellbeing AD Human Resources	Quarterly Progress Review
		4.2 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	AD Human Resources Inclusion Team	30.04.2025
		4.3 Promote and implement the use of Health (disability) Passport in line with disclosure of disability on ESR. Produce line management guide, discuss across NCL and implement	Human Resources EDI Lead	Quarterly Progress Review
		4.4 Develop an impact measurement tool to review the quality of annual performance appraisals	Human Resources Performance Team	Quarterly Progress Review

5.0	Implement a comprehensive induction, onboarding and development programme for internationally - recruited staff	5.1 Before they join, ensure international recruits receive clear communication, guidance and support around their conditions of employment ; including clear guidance on latest Home Office immigration policy, conditions for accompanying family members, financial commitment and future career options	International Nursing Graduate Team Medical Human Resources	Quarterly Progress Review
		5.2 Create comprehensive onboarding programmes for international recruits, drawing on best practice. The effectiveness of the welcome, pastoral support and induction can be measured from, for example, turnover, staff survey results and cohort feedback	International Nursing Graduate Team Medical Human Resources	Quarterly Progress Review
		5.3 Inclusion team to provide input and support for the overseas nurse/medical induction programme	Inclusion Directors/ EDI Lead	Quarterly Progress Review
		5.4 Line managers and teams who welcome international recruits are to maintain their own cultural awareness to create inclusive team cultures that embed psychological safety	Inclusion Directors/ EDI Lead Human Resources	Quarterly Progress Review
		5.5 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	Organisational Development Professional Development Nurse Lead Human Resources	Quarterly Progress Review

6.0	Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur	6.1 Review data by protected characteristic on bullying, harassment, discrimination and violence. Set reduction targets and plans implemented to improve staff experience year-on-year.	Human Resources Inclusion Directors/EDI Lead Head of Wellbeing	Quarterly Progress Review
		6.2 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 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.	Human Resources	Quarterly Progress Review
		6.5 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.	Human Resources Head of Wellbeing	Quarterly Progress Review
		6.6 Provide comprehensive psychological support for all individuals who report that they have been a victim of bullying, harassment, discrimination or violence and including domestic violence.	Human Resources Head of Wellbeing	Quarterly Progress Review
		6.7 Have mechanisms to ensure staff who raise concerns are protected by their organisation	Human Resources Head of Wellbeing	Quarterly Progress Review

		Actions	Lead	Timescale
7.0	Staff engagement roadshows across Acute & community sites. Align with WRES 23- 24 engagement action plan	7.1 Organise and maintain Trust wide Engagement - making EDI (WRES and WDES) everybody's business. Combine inclusion including See ME First with wellbeing roadshow and	Head of Wellbeing Inclusion Team	Quarterly Progress Review
		7.2 Review staff networks' annual work plan and links with respective North Central London staff networks	Inclusion Lead	Quarterly Progress Review
		7.3 Develop and implement a dashboard for ICSU/corporate departments to measure WRES/WDES progress and allow for accountability	Inclusion Team Head of Wellbeing	Quarterly Progress Review
		7.4 Utilise ICSU board meeting, departmental and Trust middle management forum to highlight and provide updates on Trust activities	Inclusion Team Head of Wellbeing	Quarterly report to go to TMG, WAC and the People Committee
		7.5 Ongoing programme of encouraging staff to share their diversity data.	Inclusion Lead	Quarterly Progress Review
		7.6 Build on the success of See ME First as a workforce engagement tool in supporting the development and sustaining of an anti-racist culture	Inclusion Directors ICSU's Directors	Quarterly Progress Review

		Actions	Lead	Timescale
8.0	Annual assessment and reporting cycle	8.1 Collate data and information required for and produce the statutory Public Sector Equality Duty report	Inclusion Director/EDI Lead	Data to be collated for 2023/24 financial year
		8.2 Annual review of outcomes of workforce policies which have high relevance to the Equality Act's general and specific duties: <ul style="list-style-type: none"> • Recruitment • Probationary policy • Acting Up and Secondment • Learning and development • Bullying and Harassment • Disciplinary policy • Flexible working policy and procedure • Retire and return guidance • Sickness absence • Working from home 	HR & Inclusion Team	March 2025
		8.3 Assessment of performance against the workforce and patient domains of the NHS Equality Delivery System	Inclusion Director Performance Team	April - June 2024
		8.4 Collate and submit final returns for Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard	Inclusion Director/EDI Lead	July - August 2024
		8.5 Publish updated equality objectives in line with outcomes from the above reports	Inclusion Director/EDI Lead	July - August 2024

		Actions	Lead	Timescale
9.0	Patient Experience	9.1 In partnership with the WhitAbility network, patient experience, estates facilities teams & voluntary sector RNIB conduct a site audit of the Whittington site and produce proposals for wayfinding which will enhance the patient and staff experience for disabled people	Patient exp Estate Inclusion Team	Quarterly Progress Review
		9.2 Assurance that interpreting services are meeting the needs of our diverse patient community		Quarterly Progress Review

