

WRES Action Plan - June 2026					
WRES INDICATOR	NATIONAL POSITION (FROM NHS ENGLAND NATIONAL WORKFORCE RACE EQUALITY 2025 SUPPORTING DATA FROM APRIL 2026)	HOW OUR TRUST IN 2026 COMPARES TO NATIONAL POSITION PUBLISHED IN APRIL 2026	Target by 31st March 2027	Action	Action Lead
1. % of BME staff in Bands 8-9, VSM (including executive board members) compared to % of BME staff in the workforce.	Nationally in March 2025, 30.7% of the workforce across NHS Trusts in England were of a black and minority ethnic (BME) background. The total number of BME staff at Bc and very senior manager (VSM) level was 13.6% in non-clinical roles and 14.7% in clinical roles.	Our position has improved from 44 BME Band 8a and above positions in 2025 to 49 BME Band 8a and above positions in 2026 (11.3% overall Bc and above positions). Are total % of staff from a BME background was 27.4%.	Updates to the Staff Experience Group and People and OD Delivery Group.	• To embed and monitor recruitment and attraction processes to increase representation of underrepresented groups at Band 8a and above. • Inclusive recruitment revised training is being delivered bi-monthly. The training is supported by an inclusive recruitment practice toolkit, which is available to all staff. The recruitment champion list is sent out to all recruiting managers for band 8a and above posts. Inclusive recruitment statements are added to every band 8a and above job advert. • Improve awareness of requirement to make reasonable adjustments (in a timely fashion) and availability of funding through Access to Work and support of OH • Addressing the bias in our systems and processes. • Unconscious Bias Training is delivered bi-monthly. Unconscious bias is included in the recruitment and selection training to ensure every recruiting manager is aware of the impact bias can have on decision-making and inclusion, along with the need to address bias when it is identified. • In partnership with Staff Side, we have adopted the UKMGON Anti Racism Charter. This is sponsored and championed by our Managing Director, Chief People Officer and Staff Side. The anti-racism charter is a series of commitments to take anti-racism seriously and a pledge to address racial disparities in recruitment, promotions, training opportunities, and disciplinary procedures. • The Trust has introduced an inclusive reciprocal mentoring programme designed by NHS England. It offers a powerful mechanism for cultural change. The programme empowers colleagues with protected characteristics to influence meaningful change by mentoring senior leaders. By enabling senior leaders to engage with diverse perspectives, it challenges assumptions, broadens insight and strengthens inclusive decision-making. • Create accountability with recruiting managers. • Annual auditing of inclusive recruitment practices undertaken. • Improving Talent Management. • Career conversations have been successfully implemented across the Trust, enabling inclusive, high-quality conversations that help create a culture based on an appreciation and deeper understanding of everyone's unique skills, goals and personal aspirations. Career conversation training is available monthly and is delivered jointly across the ICS.	• Recruiting Managers • Care Group and Directorate Management Teams • HR Business Partners • Recruitment Team • Organisational Development Team
2. Relative likelihood of white applicants being appointed from shortlisting across all posts compared to that of BME applicants.	Nationally in 2025 the relative likelihood of White applicants being appointed from shortlisting compared to BME applicants was 1.77 to year ending 31st March 2025.	Our position improved from 1.27 in 2025, to 1.93 in 2026 for it to be more likely for white shortlisted applicants to be appointed.	Updates to the Staff Experience Group and People and OD Delivery Group.	• To embed and monitor recruitment and attraction processes to increase representation of underrepresented groups at Band 8a and above. • Inclusive recruitment revised training is being delivered bi-monthly. The training is supported by an inclusive recruitment practice toolkit, which is available to all staff. The recruitment champion list is sent out to all recruiting managers for band 8a and above posts. Inclusive recruitment statements are added to every band 8a and above job advert. • Improve awareness of requirement to make reasonable adjustments (in a timely fashion) and availability of funding through Access to Work and support of OH • Addressing the bias in our systems and processes. • Unconscious Bias Training is delivered bi-monthly. Unconscious bias is included in the recruitment and selection training to ensure every recruiting manager is aware of the impact bias can have on decision-making and inclusion, along with the need to address bias when it is identified. • In partnership with Staff Side, we have adopted the UKMGON Anti Racism Charter. This is sponsored and championed by our Managing Director, Chief People Officer and Staff Side. The anti-racism charter is a series of commitments to take anti-racism seriously and a pledge to address racial disparities in recruitment, promotions, training opportunities, and disciplinary procedures. • The Trust has introduced an inclusive reciprocal mentoring programme designed by NHS England. It offers a powerful mechanism for cultural change. The programme empowers colleagues with protected characteristics to influence meaningful change by mentoring senior leaders. By enabling senior leaders to engage with diverse perspectives, it challenges assumptions, broadens insight and strengthens inclusive decision-making. • Create accountability with recruiting managers. • Annual auditing of inclusive recruitment practices undertaken. • Improving Talent Management. • Career conversations have been successfully implemented across the Trust, enabling inclusive, high-quality conversations that help create a culture based on an appreciation and deeper understanding of everyone's unique skills, goals and personal aspirations. Career conversation training is available monthly and is delivered jointly across the ICS.	• Care Group and Directorate Management Teams • HR Business Partners • HR Recruitment Team • Organisational Development Team
3. Relative likelihood of BME staff entering the formal disciplinary process, compared to white staff entering the formal disciplinary process.	Nationally in March 2025 BME staff were over 1.11 times more likely than white staff to enter the formal disciplinary process.	Our BME staff are 0.78 times less likely to enter the disciplinary process in 2026, which is a increase from the previous year's relative likelihood of 0.45.	Updates to the Staff Experience Group and People and OD Delivery Group.	• Identify and improve gaps in under- and over-representation within staff groups and remove bias from our systems and processes. • Introduce an early resolution policy. This new approach will be launched in 26/27. This is designed to equip managers with the skills and support to reduce avoidable escalation through early, fair conversations. • Embed inclusive leadership, rolling out the new Leadership & Management Code with self-assessments, 360° feedback and targeted development. • Offer Unconscious Bias Training is delivered bi-monthly. Unconscious bias is included in the recruitment and selection training to ensure every recruiting manager is aware of the impact bias can have on decision-making and inclusion, along with the need to address bias when it is identified.	• Care Group and Directorate Management Teams • HR Business Partners
4. Relative likelihood of White staff accessing non-mandatory training and CPD compared to BME staff.	Nationally as March 2025 the ratio was 1.02 slightly in favour of white staff.	The Trust position for 2026 is 0.84 which is a slight drop compared to the position of 0.80 in 2025.	Updates to the Staff Experience Group and People and OD Delivery Group.	• Ensure that there is a robust training and development offering for all managers and those in leadership roles to embed and reinforce the key message of an inclusive environment and workforce. • Embed inclusive leadership, roll out the Leadership & Management Code/framework with self-assessments, 360° feedback and targeted development. • A comprehensive leadership and development offer is available to all staff. The offer has been designed to support staff to be the most effective leaders while developing their capability. The offer contains training for aspiring leaders and supervisor/team leaders as well as first-line, middle, and senior managers. There are also opportunities for executives. The training has been designed to be accessible for all staff and contains a combination of online and face-to-face learning. With the introduction of NHS Elect, staff can access recordings of training webinars at any time, allowing those who regularly work unsociable hours the same opportunities. • Training opportunities are regularly promoted through the staff inclusion networks. • The study leave process is being automated to create a simpler and more streamlined process for staff to access training. • Promote regional and national opportunities for staff with a protected characteristic to access non-mandatory CPD and education. • Improving Talent Management. • Career conversations have been successfully implemented across the Trust, enabling inclusive, high-quality conversations that help create a culture based on an appreciation and deeper understanding of everyone's unique skills, goals and personal aspirations. Career conversation training is available monthly and is delivered jointly across the ICS.	• Care Group and Directorate Management Teams • HR Business Partners • Learning and Development • Organisational Development Team • Staff Inclusion Networks
5. % of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.	Nationally from the 2025 staff survey, overall, a higher percentage of BME staff (28.4%) than white staff (23.3%) had been harassed, bullied, or abused by patients, family, or the general public in 2025.	In the 2025 staff survey, 27.9% of BME respondents reported that they had experienced harassment, bullying or abuse from patients, relatives and the public in the last 12 months. White staff in the 2025 staff survey reported experiencing this abuse at 23.6%.	Updates to the Staff Experience Group and People and OD Delivery Group.	• Ensure that staff at all levels within the Trust feel supported to speak up against any form of discrimination, violence, aggression, bullying or harassment in line with the Trust Values. • Maintain strong Speak Up training compliance, with >90% completion across all staff, with additional training offer/s/support from FTSU Guardian and Champions. • Increase participation in Active Bystander training and develop additional in-house trainers to strengthen staff confidence in addressing inappropriate behaviour and fostering a respectful, inclusive culture. • Introduce an early resolution policy. This new approach will be launched in 26/27. This is designed to equip managers with the skills and support to reduce avoidable escalation through early, fair conversations. • Launch and embed NHS Staff Standard on Violence prevention and reduction and associated programme of work. • Continue to deliver Kindness into Action training and, when available, introduce early resolution training/toolkits. • Promotion of the Violence Prevention Reduction and Management of Violence and Aggression Policy • Promote organisational positive action behaviours to tackle bullying, harassment and discrimination in the workplace. • In partnership with Staff Side, we have adopted the UKMGON Anti Racism Charter. This is sponsored and championed by our Managing Director, Chief People Officer and Staff Side. The anti-racism charter is a series of commitments to take anti-racism seriously and a pledge to address racial disparities in recruitment, promotions, training opportunities, and disciplinary procedures. • Introduce an early resolution policy. This new approach will be launched in 26/27. This is designed to equip managers with the skills and support to reduce avoidable escalation through early, fair conversations. • Continue to deliver Kindness into Action training and, when available, introduce early resolution training/toolkits. • Promotion of the access/support from the wellbeing offer along with access to Staff Inclusion Networks and FTSU Champions. • Promotion of the Violence Prevention Reduction and Management of Violence and Aggression Policy • Supporting you through work-related concerns' booklet available for all staff. It is acknowledged that raising a concern or grievance or being subject to any investigation or review may cause harm to an individual's mental health and wellbeing.	• Care Group and Directorate Management Teams • HR Business Partners • Health and Safety • Local Security Management
6. % of staff experiencing harassment bullying or abuse from staff in last 12 months.	Nationally from the 2025 staff survey a higher proportion of BME staff compared to white staff experienced harassment, bullying or abuse from staff in last 12 months at 24.0% to 19.9%.	Our BME staff reporting harassment, bullying or abuse from staff at 23.3% in the 2025 staff survey a slight decrease from 24.0% in 2024. The position improved for white staff from 22.5% in 2024 to 21.0% in 2025.	Updates to the Staff Experience Group and People and OD Delivery Group.	• Ensure that staff at all levels within the Trust feel supported to speak up against any form of discrimination, violence, aggression, bullying or harassment in line with the Trust Values. • Maintain strong Speak Up training compliance, with >90% completion across all staff, with additional training offer/s/support from FTSU Guardian and Champions. • Increase participation in Active Bystander training and develop additional in-house trainers to strengthen staff confidence in addressing inappropriate behaviour and fostering a respectful, inclusive culture. • Introduce an early resolution policy. This new approach will be launched in 26/27. This is designed to equip managers with the skills and support to reduce avoidable escalation through early, fair conversations. • Launch and embed NHS Staff Standard on Violence prevention and reduction and associated programme of work. • Continue to deliver Kindness into Action training and, when available, introduce early resolution training/toolkits. • Promotion of the Violence Prevention Reduction and Management of Violence and Aggression Policy • Promote organisational positive action behaviours to tackle bullying, harassment and discrimination in the workplace. • In partnership with Staff Side, we have adopted the UKMGON Anti Racism Charter. This is sponsored and championed by our Managing Director, Chief People Officer and Staff Side. The anti-racism charter is a series of commitments to take anti-racism seriously and a pledge to address racial disparities in recruitment, promotions, training opportunities, and disciplinary procedures. • Introduce an early resolution policy. This new approach will be launched in 26/27. This is designed to equip managers with the skills and support to reduce avoidable escalation through early, fair conversations. • Continue to deliver Kindness into Action training and, when available, introduce early resolution training/toolkits. • Promotion of the access/support from the wellbeing offer along with access to Staff Inclusion Networks and FTSU Champions. • Promotion of the Violence Prevention Reduction and Management of Violence and Aggression Policy • Supporting you through work-related concerns' booklet available for all staff. It is acknowledged that raising a concern or grievance or being subject to any investigation or review may cause harm to an individual's mental health and wellbeing.	• Care Group and Directorate Management Teams • HR Business Partners • Health and Safety • Local Security Management • Organisational Development Team • Staff Inclusion Networks
7. % believing that their Trust provides equal opportunities for career progression or promotion.	Nationally from the 2025 staff survey, a lower percentage of BME staff (49.6%) than white staff (59.1%) felt that their Trust provides equal opportunities for career progression or promotion.	Our performance has slightly improved from 49.7% in 2024 to 51.7% for BME staff in 2025. White staff have a decreased score from 63.7% in 2025 to 58.0% in 2025.	Updates to the Staff Experience Group and People and OD Delivery Group.	• Ensure that there is a robust training and development offering for all managers and those in leadership roles to embed and reinforce the key message of an inclusive environment and workforce. • Embed inclusive leadership, roll out the Leadership & Management Code/framework with self-assessments, 360° feedback and targeted development. • A comprehensive leadership and development offer is available to all staff. The offer has been designed to support staff to be the most effective leaders while developing their capability. The offer contains training for aspiring leaders and supervisor/team leaders as well as first-line, middle, and senior managers. There are also opportunities for executives. The training has been designed to be accessible for all staff and contains a combination of online and face-to-face learning. With the introduction of NHS Elect, staff can access recordings of training webinars at any time, allowing those who regularly work unsociable hours the same opportunities. • Training opportunities are regularly promoted through the staff inclusion networks. • The study leave process is being automated to create a simpler and more streamlined process for staff to access training. • Promote regional and national opportunities for staff with a protected characteristic to access non-mandatory CPD and education. • Improving Talent Management. • Career conversations have been successfully implemented across the Trust, enabling inclusive, high-quality conversations that help create a culture based on an appreciation and deeper understanding of everyone's unique skills, goals and personal aspirations. Career conversation training is available monthly and is delivered jointly across the ICS.	• Care Group and Directorate Management Teams • HR Business Partners • Recruitment / Medical Resourcing Team • Organisational Development Team • Staff Inclusion Networks
8. % of staff experiencing discrimination at work from staff (manager/team leader or other colleagues) in the last 12 months.	Nationally from the 2025 staff survey, a higher percentage of BME staff than white staff experienced discrimination from a manager/team leader or other colleagues in the last 12 months 15.0% compared to 6. 7%.	Our BME staff response has improved from 14.1% in 2024 to 13.3% in 2025. For white staff there was an improvement from 5.4% in 2024 to 4.9% in 2025.	Updates to the Staff Experience Group and People and OD Delivery Group.	• Ensure that staff at all levels within the Trust feel supported to speak up against any form of discrimination, violence, aggression, bullying or harassment in line with the Trust Values. • Maintain strong Speak Up training compliance, with >90% completion across all staff, with additional training offer/s/support from FTSU Guardian and Champions. • Increase participation in Active Bystander training and develop additional in-house trainers to strengthen staff confidence in addressing inappropriate behaviour and fostering a respectful, inclusive culture. • Introduce an early resolution policy. This new approach will be launched in 26/27. This is designed to equip managers with the skills and support to reduce avoidable escalation through early, fair conversations. • Launch and embed NHS Staff Standard on Violence prevention and reduction and associated programme of work. • Continue to deliver Kindness into Action training and, when available, introduce early resolution training/toolkits. • Promotion of the Violence Prevention Reduction and Management of Violence and Aggression Policy • Promote organisational positive action behaviours to tackle bullying, harassment and discrimination in the workplace. • In partnership with Staff Side, we have adopted the UKMGON Anti Racism Charter. This is sponsored and championed by our Managing Director, Chief People Officer and Staff Side. The anti-racism charter is a series of commitments to take anti-racism seriously and a pledge to address racial disparities in recruitment, promotions, training opportunities, and disciplinary procedures. • Introduce an early resolution policy. This new approach will be launched in 26/27. This is designed to equip managers with the skills and support to reduce avoidable escalation through early, fair conversations. • Continue to deliver Kindness into Action training and, when available, introduce early resolution training/toolkits. • Promotion of the access/support from the wellbeing offer along with access to Staff Inclusion Networks and FTSU Champions. • Promotion of the Violence Prevention Reduction and Management of Violence and Aggression Policy • Supporting you through work-related concerns' booklet available for all staff. It is acknowledged that raising a concern or grievance or being subject to any investigation or review may cause harm to an individual's mental health and wellbeing.	• Care Group and Directorate Management Teams • HR Business Partners • Health and Safety • Local Security Management • Organisational Development Team • Staff Inclusion Networks
9. The representation of BME people among board members.	Nationally in 2025, the gap between BME representation on boards and BME representation in the workforce was 13.4%. For Exec members it was 12.3% and so voting members it was 18.2% as representatives at Board level from a BME background overall.	On 31 March 2026 our total BME Board members was 5.4% (1 out of a total of 18 members). Which calculates to a +22% difference for 'Total Board' - Overall workforce, then a +27% difference between the Executive Membership - Overall Workforce. All measures have decreased from the previous year, however the number of board members also reduced.	Updates to the Staff Experience Group and People and OD Delivery Group.	• All Executive Director and non-Executive Director selection panels to have a Recruitment Champion. • Inclusive recruitment revised training is being delivered bi-monthly. The training is supported by an inclusive recruitment practice toolkit, which is available to all staff. The recruitment champion list is sent out to all recruiting managers for band 8a and above posts. Inclusive recruitment statements are added to every band 8a and above job advert. • All Exec and non-Exec posts linked with staff inclusion networks. • Commitment from the Board that, through board development sessions, they have the opportunity to learn from the lived experience of staff. • Staff inclusion networks are supported by regular meetings with the Managing Director and CPD. • Regular Board member attendance at network meetings builds relationships. Each Network has an Exec sponsor to support Network Chair and Network members. • The Trust has introduced an inclusive reciprocal mentoring programme designed by NHS England. It offers a powerful mechanism for cultural change. The programme empowers colleagues with protected characteristics to influence meaningful change by mentoring senior leaders. By enabling senior leaders to engage with diverse perspectives, it challenges assumptions, broadens insight and strengthens inclusive decision-making.	• Trust Chair, Chief Executive, Managing Director • Chief People Officer