

Workforce Race Equality Standard (WRES)

The WRES report is a snapshot as of 31 March 2025 of where the ICB is on addressing inequalities. The ICB wants to ensure we retain the talent and continues to attract people from a variety of diverse backgrounds to join our workforce. In addition to the WRES data we have completed the Equality Diversity Standard report 2 and EDI Improvement Plan together with the 6 high impact actions aim to ensure our staff work in an environment where they are supporting to live the ICB's values and can provide the best care to our patients.

The data highlighted has been compared against our staff survey and here are some of the key findings:

- 5.3% of workforce came from a BME background
- 10% of BME staff at very senior manager level
- 0.60% of white and 0.77% of BME applicants were likely to be appointed from shortlisting
- 36.88% of staff from a minority background believed there were equal opportunities for career progression or promotion,
- The percentage of staff experiencing harassment, bullying or abuse from other staff in the last 12 months was higher for BME staff (21.13%) than white (15.21%)

Workforce Race Equality Standards Indicators

We are....
Inclusive
Respectful
Innovative



Workforce indicators - for each of these four workforce indicators, compare the data for white and BME staff

1. Percentage of staff in each of the AFC Bands 1-9 or Medical and Dental subgroups and VSM (including executive Board members) compared with the percentage of staff in the overall workforce disaggregated by:
 - Non-Clinical staff
 - Clinical staff - of which
 - Non-Medical staff
 - Medical and Dental staff

Note: Definitions are based on Electronic Staff Record occupation codes with the exception of Medical and Dental staff, which are based upon grade codes.
2. Relative likelihood of staff being appointed from shortlisting across all posts
Note: This refers to both external and internal posts
3. Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation
Note: This indicator will be based on data from a two year rolling average of the current year and the previous year. For consistency, organisations should use the same methodology as they have always used
4. Relative likelihood of staff accessing non-mandatory training and CPD

National NHS Staff Survey indicators (or equivalent) - for each of the four staff survey indicators, compare the outcomes of the responses for white and BME staff

5. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
6. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
7. Percentage believing that trust provides equal opportunities for career progression or promotion
8. In the last 12 months have you personally experienced discrimination at work from any of the following?
a) Manager/team leader or other colleagues

Board representation indicator For this indicator, compare the difference for white and BME staff

9. Percentage difference between the organisations' Board membership and its overall workforce disaggregated:
 - By voting membership of the Board
 - By executive membership of the Board

Note: This is an amended version of the previous definition of Indicators

Workforce Race Equality Standards - statistics

WRES Indicator		Year				Trend
		2021	2022	2023	2024	
1 Percentage of BME staff	Overall				5.3%	
	VSM (8c-VSM)				16%	
2 Relative likelihood of white applicants being appointed from shortlisting across all posts compared to BME applicants					0.6%	
3 Relative likelihood of BME staff entering the formal disciplinary process compared to white staff					0%	
4 Relative likelihood of white staff accessing non-mandatory training and continuous professional development (CPD) compared to BME staff					1%	
5 Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	BME	9%	8%	6%	7%	↑
	White	9%	7%	7%	7%	↔
6 Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	BME	17%	20%	20%	21%	↑
	White	13%	15%	15%	15%	↔
7 Percentage of staff believing that their trust provides equal opportunities for career progression or promotion **	BME	36%	38%	36%	36%	↔
	White	65%	59%	53%	54%	↑
8. Percentage of staff personally experiencing discrimination at work from a manager/team leader or other colleagues in the last 12 months	BME	12%	13%	14%	15%	↑
	White	4%	4%	5%	5%	↔
9 BME board membership					0%	








Data source ESR report. 0.7% of staff chose not to state their race

See full data set report dated 31.03.25






Please refer to slide 9 in the EDI Annual Report to see the BME representation for the ICB workforce.

Indicators 5 to 8 were taken from data from the Staff Opinion Survey Benchmark Report 2024





Theme 1 Representation, Recruitment and Retention

Theme 1 Indicators 1, 2 & 9 Representation, Recruitment and Retention				
Actions		When	People Promise	Action completed & Next Steps
1.1	To review the recruitment and selection policy	2025		Review completed & policy updated and communicated. This will be subject to ongoing review.
1.2	To offer recruitment and selection training for all recruiting managers (to include unconscious bias)	2025		Recruitment and selection training has been rolled out in 2025 and will continue in 2026
1.3	To review the exit interview process and questions to provide further analysis to support improvements in retention. To continue to be a member of the Retention Steering Group to share best practice and improvements in retention.	2025		The exit interview process has been reviewed and this will continue to be considered in new N&S ICB.
1.4	Ensure recruitment panels have a diverse representation.	2025		Noted in training and documentation.
1.5	Ensure all recruitment campaigns and advertising have consistent wording reflecting the ICBs values.	2025		Recruitment campaigns have currently been paused.
1.6	Ensure all interviews are conducted in line with the recruitment and selection policy and appropriate questions from the question bank and interview rating templates are followed.	Ongoing		Ongoing and information for recruiting managers available on the intranet.
1.7	The ICB will sign up to the Disability Confident Scheme and will continue to support the NHS Two Ticks (disability status at the shortlisting stage (NHSE)).	2025		Paused in 2025 during organisation consultation. Will be key consideration for N&W ICB.



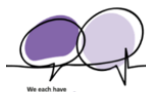




Theme 2 Training and development

Theme 2 Indicators 2 & 4 Learning and Development				
Actions		When	People Promise	Action completed & Next Steps
2.1	To continue to regularly monitor compliance figures to ensure all staff have completed mandatory Equality, Diversity Inclusion Training.	Ongoing		Compliance is regularly reviewed with Executive team.
2.2	To continue to regularly monitor compliance figures to ensure all staff have completed mandatory Speak Up, Listen Up and Follow Up for Senior Managers.	Ongoing		Compliance is regularly reviewed with Executive team. Freedom to Speak Up Team has increased and further in house training of Guardians and Champions.
2.3	To increase awareness of the opportunities for training and continuous professional development and apprenticeships via Staff Briefings, Teams Channels and the Intranet	Ongoing		Ongoing. Apprenticeships have been paused through organisational change.
2.4	All People Managers to be offered the opportunity to attend the Management Foundation Programme	2025 /26		Management Development Programme has been delivered through 2025 and continues into 2026. There has been Appraisal Training for Line Managers.
2.5	To support an Inclusive Talent Culture using Scope for Growth framework and using the 'Growth Arc – depth, breadth and stretch' to support employees to reflect and discuss opportunities for personal development.	Ongoing		Ongoing










Theme 3 Formal Procedures

Theme 3 Indicator 3 Formal Procedures				
Actions		When	People Promise	Action completed & Next Steps
3.1	As part of the Management Foundation Programme to encourage all line managers to attend, to enable discussions on disciplinary procedures, awareness of unconscious bias when considering informal and formal disciplinary procedures.	2025/26		This was paused during organisational change however, full support has been available from the HR Team for any employee relations.
3.2	To ensure all disciplinary panels have neutral and diverse panels.	Ongoing		Ongoing
3.3	Ensure staff are aware role of the Freedom to Speak Up Guardian and Champion and how to contact them	Ongoing		Ongoing. The team have presented on the Staff Briefing to promote freedom to speak up.
3.4	To launch a series of workshops in February 2025 to explore how we can build a restorative and just culture where everyone feels valued. Strengthen teamwork with tools for resilience and mindset practice and create a workplace focused on collaboration, learning and growth.	2025 /26		Paused during organisational change.

Theme 4 Staff Experience

Theme 4 Indicators 5, 6, 7 & 8 Staff Experience				
Actions		When	People Promise	Action completed & Next Steps
4.1	The ICB to participate and actively promote the NHS Staff Opinion Survey on Staff Briefings and Teams channels.	Ongoing		Ongoing
4.2	To encourage all staff to complete their equality, ethnicity and disability data on ESR so that we might further understand the composition of our workforce and can identify areas for improvement.	Ongoing		Currently 100% compliance.
4.3	Ensure that all Equality, Diversity and Inclusion reports and shared with the EDI Staff Group to seek their engagement and feedback.	Ongoing		Completed & Ongoing
4.4	To increase the Freedom to Speak Up Guardian (2) and Champions to support the ICB and Primary Care	2025		Completed
4.5	Ensure the ICB continue to support the ICS Health and Wellbeing Leads group to consider Health and Wellbeing initiatives (Wellbeing Conversations and Passports, Restorative and Just Culture)	2025/26		Completed & ongoing
4.6	Accreditation to be a Menopause Friendly Employer	2025/26		Ongoing
4.7	To sign up to the Sexual Safety Charter	2026		Ongoing

Theme 4 Staff Experience

4.8	To continue to support and make staff aware of the ICB's micro-aggression portal to ensure staff may have a voice and seek support.	Ongoing		Ongoing
4.9	Continue to support the Employee Assistance Programme and ensuring the ICB continues to listen and engage with staff through Staff Network Groups, Staff Briefings to continuously improve and learn.	Ongoing		Ongoing
4.10	To host a second annual 'All Staff Event' to build team cohesion and collaboration.	2025		Paused through organisational change.
4.11	All Executive Board Members EMT to support the implementation the Health Inequalities & EDI improvement action plan and EDI High Impact Objectives and actions. Continuing to improve the working environment for all staff – giving them a sense of belonging, value opportunities to feel psychologically safe and to thrive.	Ongoing		Ongoing
4.12	Appoint an SRO for Equalities, Diversity and Inclusion	2025		Completed and now paused through organisational change.
4.13	Review ICB Policies; EDI Policy and Dignity at Work policy to ensure align with anti racism and anti bullying and harassment.	2025 / 26		Ongoing
4.14	To continue to promote the NIDAS Stalking and harassment Campaign 2025. To raise awareness, encourage victims to recognise behaviours linked to stalking and harassment and encourage those who are experiencing stalking and harassment to seek support.	2025		Completed & ongoing
4.15	To sign up to the Race in the Workplace Charter to make a public commitment to improving equality of opportunity in the workplace	2025 / 26		Paused through organisational change.
4.16	EDI Staff Group will sponsor education events on Long Term Conditions to raise awareness	2025 / 26		Ongoing