

Workforce Race Equality Standard Action Plan 2024-2025



Contents

Metric 1: Recruitment and Promotion	4
Metric 2: Appointments	5
Metric 3: Disciplinary	6
Metric 4: Education	7
Metric 5: Bullying and Harassment from the Public and Patients	8
Metric 6: Bullying and Harassment from Staff	9
Metric 7: Equal Opportunities	10
Metric 8: Discrimination	11
Metric 9: Board Representation	12

Introduction

The Christie NHS Foundation Trust has set priorities including creating the best place to work, being the best place to be treated; a place where research and innovation thrives, creating a global impact. Investing in and supporting a diverse workforce enables us to deliver a more inclusive service and improve patient care and our workforce.

The Workforce Race Equality Standard (WRES) was introduced in 2015 following research conducted by Roger Kline, whose evidence highlighted the connection between disparities and discrimination in governance and leadership and the potential subsequent impact on patient care in London and England.

Our WRES Data reflects information gathered from April 2023 to the end of March 2024, with analysis conducted from the Electronic System Records (ESR) and NHS Staff Survey responses. By utilising our workforce race equality data, we can implement evidence-based improvements to the experiences of our colleagues and care of our patients and address the inequalities that are present for B.A.M.E. (Black, Asian and Minority Ethnic) colleagues. Our Action Plan will address the findings of the WRES data submitted in May 2024 and be implemented into the Embedding Inclusive Culture Strategy (2024-2029) to ensure that we have a process for measuring implementation.

There are nine WRES indicators in the Technical Guidance (2022) that highlight the differences between the experiences and treatment of white staff and B.A.M.E. staff in the Trust with a view to closing those gaps through development and implementation of an action plan focused upon continuous improvement over 12 months. The Christie is required to report on the indicators annually in May to address any inequalities in the indicators.

WRES Indicators one to four compares the data from White and B.A.M.E., against the last three years of WRES Submission.

WRES Indicators five to eight have been taken directly from the NHS Staff Survey Questions.

A regional report is developed by NHS England annually to benchmark the WRES data against other NHS Trusts across England and the North West region.

There was no requirement to submit the Medical Workforce Race Equality Standard (MWRES) and the Bank Workforce Race Equality Standard (BWRES) in 2024.

Metric 1: Recruitment and Promotion

Percentage of staff in each of the Agenda for Change bands 1-9 and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce by ethnicity (BAME, White, not known).

No.	Actions	Key Performance Indicators	Accountable People / Team	Timeline for monitoring actions	Sustainability
1a	Monitor and analyse the numbers of BAME staff across all AfC Bands to identify areas of under representation in the workforce	Monitor the number of appointments across all Bands of BAME candidates.	Recruitment Team,	31 st October 2025	Progress report submitted to the EDI Programme Board every 6 months
1b	Contribute to engagement plans to attract more BAME candidates with schools, universities, colleges and community centres and places of worship.	Attend / engage in 4 targeted community activities.	Recruitment Team	31 st October 2025	Progress on community engagement activities presented to the Workforce Committee quarterly
1c	Review and deliver Recruitment and selection training programme for managers and EDI Coordinators	Monitor the number of managers trained. Monitor Complaints or appeals against poor recruitment practice based on unfair processes.	Head of Workforce Transformation and Systems	31 st October 2025	Ongoing programme of Inclusive Recruitment training is rolled out across the Trust 6 monthly monitoring data to Workforce Committee and Management Board
1d	Monitor the process for encouraging staff to update their equality data via PDR and ESR every 6 months.	Establish baseline of disclosure rates for BAME staff. Automated process set up for prompts to update BAME data	Workforce Systems Team EDI Team	31 st October 2025	ESR data updated every 6 months Report to Management Board every 6 months

Metric 2: Appointments

Relative likelihood of staff being appointed from shortlisting across all posts.

No.	Actions	Key Performance Indicators	Accountable People / Team	Deadline	Sustainability
2a	To access the NW Diverse Recruitment Panel pool	Increase number of BAME appointments for Band 8a and above	Recruitment Team	Jan 2025	Reports to Workforce Committee every 6 months Explore options for developing a diverse panel pool internally
2b	Monitor the progression of candidates from application to interview, and interview to appointment, by ethnicity and pay band	Track the performance of number of applicants from BAME community through the Recruitment stages. Increase of BAME candidates from appointment from at Band 6 upwards	Recruitment Team	31 st October 2025	6 monthly reports to EDI Programme Board and quarterly reports to Workforce Committee
2c	Promote and signpost colleagues to workshops and resources on career planning, job applications, and interview preparation, targeting BAME colleagues.	25 colleagues attended workshops/interventions internally or externally	Christie Education	31 st October 2025	Monitored by the People Development Group

Metric 3: Disciplinary

Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. This indicator is based on data from a two-year rolling average of the current year and the previous year.

No.	Actions	Key Performance Indicators	Accountable People / Team	Deadline	Sustainability
3a	Train BAME Disciplinary Advisors to support and participate in disciplinary hearings.	BAME Disciplinary Panel Advisors appointed and trained. Reduction in BAME staff compared to white staff entering the disciplinary process by 1.5%	Head of Operational HR	31 st October 2025	Quarterly reports of Employee Relations data split by protected characteristic groups and presented to the Board.
3b	Ensure all Investigation Officers, Case Managers and Hearing Managers receive EDI Training	All have undertaken Let's Talk about Race training	Head of Operational HR	31 st October 2025	Ongoing training for disciplinary panel members
3c	Monitoring of disciplinary cases for BAME staff	Reduction in BAME staff compared to white staff entering the disciplinary process below 1.5%	Head of operational HR	31 st October 2025	Quarterly report of Employee Relations data split by protected characteristic groups and presented to the Workforce Assurance Committee annually.

Metric 4: Education

The relative likelihood of staff accessing non mandatory training and CPD (Continuing Professional Development).

No.	Actions	Key Performance Indicators	Accountable People / Team	Deadline	Sustainability
4a	Include equality monitoring information on all applications when accessing non mandatory training and applying for CPD and apprenticeships	Increase in the numbers of BAME applications for CPD funding and apprenticeships by 5%	Christie Education	31 st March 2025	Monitored by the People Development Group
4b	Use positive action to target and recruit applications for leadership programmes from BAME staff.	Increase applications of BAME staff applying for leadership development programmes by 5%	Christie Education	31 st October 2025	Monitored via People Development Group and Workforce Committee

Metric 5: Bullying and Harassment from the Public and Patients

Percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in the last twelve months.

No.	Actions	Key Performance Indicators	Accountable People / Team	Deadline	Sustainability
5a	Monitor the number of reported incidents of bullying, harassment, and abuse by patients, relatives, or the public.	Analyse the number of incidents reported on Datix	Health and Safety Team EDI Manager	31 st October 2025	Monitored by the Health and Safety Committee and Staff Forum every 6 months
5b	Identify bullying, harassment and abuse from Staff Survey results from patients, relatives or the public (2024)	EDI actions embedded into staff survey Action plan template for Divisions Increase awareness of the issues with teams with patients, relatives and the public	Engagement and OD Manager	30 th September 2025	Monitored through Workforce Committee Divisional Leads

Metric 6: Bullying and Harassment from Staff

Percentage of staff experiencing harassment, bullying or abuse from staff in last twelve months.

No.	Actions	Key Performance Indicators	Accountable People / Team	Deadline	Sustainability
6a	Launch an anonymous reporting mechanism for reporting bullying, harassment and abuse.	Analyse incident reports from Datix	FTSUG EDI Manager	31 st January 2025	Reports to Workforce Committee and Staff Forum every 6 months
6b	Identify bullying, harassment, and abuse from Staff Survey results from staff and managers (2024)	EDI actions embedded into staff survey Action plan template for Divisions Increase awareness of the issues with staff and managers and their teams via the Staff Survey Dashboard	Engagement and OD Manager	30 th September 2025	Monitored every 6 months by Workforce Committee Divisional Leads
6c	Map bullying, harassment, and abuse data against the following: <ul style="list-style-type: none"> ▪ Grievance data ▪ Disciplinary data ▪ Positive Working Relationship data ▪ Capability data ▪ Leaver's data ▪ Data held by Freedom to Speak Up Guardian 	Monitor the data from the EDI Dashboard Number of staff leaving the Trust Numbers of staff accessing support from FTSUG	HoOHR Head of WTS FTSUG Lead	31 st October 2025	ESR data Against leavers data FTSUG Reports to the Board of Directors every 6 months
6d	Sustained promotion and engagement with the Respectful Resolution Framework through divisions and at Trust level.	Improved staff survey results around bullying, harassment and abuse Increased awareness and conversations around bullying, harassment and abuse	OD/Engagement/HR	31 st October 2025	Monitored via Workforce Committee and Staff Forum

Metric 7: Equal Opportunities

Percentage believing that Trust provides equal opportunities for career progression or promotion.

No.	Actions	Key Performance Indicators	Accountable People / Team	Deadline	Sustainability
7a	Promote career development interventions to BAME staff and monitor the numbers of staff accessing these	<p>Improve the number of BAME staff who believe that the Trust provides equal opportunities to career development by 55%</p> <p>Numbers of BAME staff promoted across all bands (monitored via ESR data)</p>	<p>Christie Education</p> <p>Christie Education/Career Development & Head of Workforce Transformation and Systems</p>	31 st October 2025	Reports to Workforce Committee and People Development Group every 6 months
7b	Monitor the number of BAME staff accessing internal funding avenues.	Applications for CPD funding is proportionate to the BAME workforce data	Christie Education	31 st October 2025	Reports to the People Development Group every 6 months

Metric 8: Discrimination

Percentage of staff experiencing discrimination at work from a manager / team leader or other colleagues in the last twelve months.

No.	Actions	Key Performance Indicators	Accountable People / Team	Deadline	Sustainability
8a	Sustained promotion and engagement with the Respectful Resolution Framework through divisions and at Trust level.	Improved staff survey results around bullying, harassment and abuse (2024) Increased awareness and conversations around bullying, harassment and abuse	OD/Engagement Team	31 st October 2025	Monitored by Workforce Committee and Staff Forum
8b	Use a series of interventions to increase awareness of EDI issues	Increased awareness about EDI issues Number of Lunch and Learn events organised and delivered	EDI Team	31 st October 2025	Attendance records and feedback

Metric 9: Board Representation

Percentage difference between the organisations' Board voting membership and its overall workforce

No.	Actions	Key Performance Indicators	Accountable People / Team	Deadline	Sustainability
9a	Identify specialist recruitment agencies that targets BAME candidates for board and executive appointments	Specialist BAME recruitment agencies identified EDI included on all job descriptions, personal specification requirements for executives and senior leaders	Company Secretary & Head of WTS Support from Workforce Colleagues	31 st October 2025	Database developed of agencies for specialist BAME recruitment activity
9b	Monitor BAME declaration rates for Executive Board and VSM appointments	Ethnicity data captured on ESR	Company Secretary	31 st October 2025	Reports to Management Board
9c	Regular Board development to increase awareness on EDI and ethnic diversity issues.	Attendance and engagement from all Executives	Company Secretary	31 st October 2025	Actions embedded into Board Development Programme Feedback on the eLearning module