

Date of meeting: 14th October 25

Report	Agenda Item (to be added by Committee Secretary)	Equality, Diversity & Inclusion (ED&I) Update including 2025 WRES, WDES and GPG Reports						
Purpose of the Report	Decision		Ratification	x	Assurance		Information	x
Accountable Executive	Name Vicki Wilson			Title Chief People Officer				
Author(s)	Name Ashley Vaughn-Pearson Liz Pritchard			Title EDI Co-ordinator Deputy Chief People Officer				
Board Assurance Framework	BAF 1 Quality BAF 2 Safety BAF 3 Operational BAF 4 People BAF 5 Finance BAF 6 Capital BAF 7 Digital BAF 8 Governance BAF 9 Partnerships BAF 10 Research			x	BAF impact is the challenges in ensuring a high quality, engaged, diverse and inclusive workforce would affect our ability to deliver care.			
Strategic goals	Patient and Family Experience People and Culture Purposeful Leadership Adding Value Partnerships Population Health							x x
CQC Domains	Safe Effective Caring Responsive Well led							x
Previous considerations								
Executive summary	The paper provides an update to People Committee on delivery of the Trust's EDI responsibilities and includes the 2025 WRES, WDES, and GPG reports that form part of the Trusts Statutory reporting requirements. The paper sets out EDI progress to date, acknowledges action is ongoing, and identifies the EDI Integrated Action Plan for workforce as the driver for monitoring and reporting actions. In relation to workforce EDI, the Trust continues to meet its statutory reporting requirements.							

Requirement	Due	RAG Status
EDS 2022	Feb 25	Completed & published.
EDI Annual Report	March 25	Completed & published.
WRES Annual Report	Oct 25	Completed – see below
WDES Annual Report	Oct 25	Completed – see below
Gender Pay Gap Data and Report	March 26	Completed – see below

The 2025 WRES, WDES and Gender Pay Gap reports are included within the report and highlight the following.

- Both the WRES and WDES reports show in year improvement against a number of indicators, indicating that the work being undertake is continuing to have a positive impact.
- When compared to the national average (previous year results), both the WRES and WDES reports show that we remain below the national average across the majority of indicators, indicating that there is still significant work to do.
- The Trusts Gender Pay Gap has remained unchanged in year at 26% in favour of male staff. In relation to spread of male and female employees across pay quartiles, there continues to be significantly more females employed within the Trust when compared to males. The gender pay gap average value of bonus pay had a gender pay gap difference of 63.63% in favour of male colleagues.

High level actions to be progressed in 25/26 include the following.

WRES

- Strengthen Inclusive Recruitment approaches, undertaking targeted recruitment for professions/bandings that currently have significant underrepresentation of ethnic minority groups.
- Work with the Executive Leadership Team to further develop plans to increase board representation
- Continue work in relation to reducing ethnic minority staff experience of harassment, bullying or abuse from patients

WDES

- Develop a campaign celebrating contributions of disabled staff and continue promotion of flexible working.
- Continued monitoring and awareness raising of reasonable adjustments, Trust processes and line manager responsibilities.
- Work with the Executive Leadership Team to further develop plans to increase board representation
- Continue work in relation to reducing disabled staff experience of harassment, bullying or abuse from patients

GPG

- There is a significant Gender Pay Gap in favour of men in relation to M&D-Other which relates to our locally employed doctors, M&D

	Consultant, and Bands 8d and 9. Further work needs to be undertaken to understand barriers to pay equity and identify actions in relation to these bandings, with a particular focus on locally employed doctors (15.35% pay gap) The report also provides an update on delivery of the EDI Integrated Action Plan. As of 30th September, there are a total of 48 actions identified, with 26 completed. Of the 15 currently in progress, 4 have had a revised due date agreed. Examples of work undertaken in relation to Staff networks, tackling health inequalities and ongoing delivery of training and awareness are provided, with a full copy of the current action plan provided in Appendix 1.
Recommendations	The Committee is asked to note the progress to date in relation to EDI, approve the WRES, WDES and GPG for publishing, and note the ongoing plans to further develop in this area.

Corporate Impact Assessment	
Statutory/regulatory requirements	CQC/Constitution/other regulation/legislation
Risk	Poor staff experience across all protected characteristics
Equality & Diversity	Meets Equality Act 2010
Communication	Document to be published on website / confidential etc.

Equality, Diversity & Inclusion (ED&I) Update including 2025 WRES, WDES and GPG Reports

1. Introduction

The paper provides an update to People Committee on delivery of the Trust's EDI responsibilities and includes the 2025 WRES, WDES and GPG reports that forms part of the Trusts Statutory reporting requirements. The paper sets out the progress to date, acknowledges further action is required and ongoing, and sets out a plan for this.

2. Background and Context

There are a significant number of legislative and statutory requirements in relation to EDI which require detailed reporting, analysis, development and publication of action plans. Whilst the Trust has made some good progress in relation to the EDI agenda, there remains a need to improve the visibility and pace of actions and monitoring and oversight of these actions, to ensure that we create an open and inclusive culture where we do not tolerate any form of discrimination, bullying or violence and we make the Countess a place where we all feel we belong.

Following the appointment of the EDI Coordinator in October 24 and the new Deputy Chief People Officer in February 25, an integrated EDI action plan for workforce was implemented in April 25 to ensure a coordinated and visible approach to improving EDI across the workforce.

3. Purpose

The paper provides an update to People Committee on delivery of the Trust's EDI responsibilities and includes the 2025 WRES, WDES, and GPG reports that form part of the Trusts Statutory reporting requirements. The paper sets out EDI progress to date, acknowledges action is ongoing, and identifies the EDI Integrated Action Plan for workforce as the driver for monitoring and reporting actions.

4. Current Progress

4.1. Statutory Reporting Requirements

Requirement	Due	RAG Status
EDS 2022	Feb 25	Completed & published.
EDI Annual Report	March 25	Completed & published.
WRES Annual Report	Oct 25	Completed – see below
WDES Annual Report	Oct 25	Completed – see below
Gender Pay Gap Data and Report	March 26	Completed – see below

4.1.1. EDS2022

NHS organisations are required to use the Equality and Diversity System (EDS) to help review and improve performance for people with characteristics protected by the Equality

Act 2010 and to deliver on the Public Sector Equality Duty. EDS 2022 (as it is now known due to a refresh in 2022) is a tool that requires NHS organisations to collate evidence against several outcomes, involve key stakeholders in grading the evidence, and then publish the graded report on the Trusts external website.

The Trusts 2024 EDS Report was received by People Committee in February 24 and published on the Trust website. Actions identified from the EDS have been included within the EDI Integrated Action Plan for Workforce.

Collation of evidence for the 2025 EDS Assessment is now underway with stakeholder review and grading planned for December 25.

4.1.2. EDI Annual Report

The EDI Annual Report provides an overview of workforce diversity and highlights progress the Trust has made in promoting equality, diversity, and inclusion during the previous year. It is an annual compliance requirement under the Public Sector Equality Duty.

The 2024 EDI Annual Report was received by People Committee in April 25 and published on the Trust internet. The 2025 EDI Annual Report will be received by People Committee in April 26, following travel through the People and Culture Sub-Committee.

4.1.3. WRES and WDES

NHS organisations are mandated to show progress against a number of indicators of workforce equality via two national workforce equality data collections (WRES and WDES), maintained and overseen by NHS England to promote equality of career opportunities and fairer treatment in the workplace. These are a requirement for NHS organisations through the NHS Standard Contract.

4.1.3.1. 2025 WRES Report

The table below shows the Trusts 2024/25 performance against each of the nine WRES indicators, compared to 2023/24 data at national, and Trust level. The RAG rating in the columns illustrates progress or deterioration in the Trust position as appropriate.

Indicator	National average 2023 /2024	COCH 2023 /2024	COCH 2024 /2025	Difference between Trust 24/25 compared with 23/24	Difference between Trust 24/25 compared with national average 23/24.
1. Percentage of staff from racially minoritised groups.	28.6%	16.6%	18%	1.4%	-10.6%
2. Relative likelihood of white applicants being appointed from shortlisting compared to applicants from ethnic minority groups	1.27	1.47	1.61	- 0.14	- 0.34

3. Relative likelihood of staff from ethnic minority groups entering the formal disciplinary process compared to white staff	1.25	0.29	0.54	0.25	0.71
4. Relative likelihood of white staff accessing non-mandatory training and CPD compared to staff from ethnic minority groups.	1.25	0.80	0.94	0.14	0.31
5. Percentage of staff from ethnic minority groups experiencing harassment, bullying or abuse from patients, relatives, or the public in the last 12 months	23%	34%	34.5%	-0.5%	-11.5%
6. Percentage of staff from ethnic minority groups experiencing harassment bullying or abuse from staff in the last 12 months.	21.5%	32.4%	27.8%	4.6%	-6.3%
7. Percentage of staff from ethnic minority groups believing the Trust provides equal opportunities for career progression or promotion	49.7%	35.1%	37.7%	2.6%	-12%
8. Percentage of staff from ethnic minority groups experiencing discrimination at work from manager/team leader/other colleagues in the last 12 months	15.7%	27.5%	22.6%	4.9%	6.9%
9. Percentage difference between the Trust's Board membership, its overall workforce	16.5%	-17%	-18%	- 1%	28.5%

The Trusts 24/25 WRES report above shows an in year improvement against 5 out of the 9 indicators, indicating that work undertaken is continuing to have a positive impact. This is demonstrated by the green cells in the column titled 'Difference between Trust 24/25 compared with 23/24'

Previous years actions contributing to these improved indicators include the introduction of the Race Ethnicity And Cultural Heritage (REACH) Network (formerly BAME network), delivery of EDI Awareness/Training to groups across the Trust, delivery of the Elevate programme, and continued Trust investment in continuing professional development, particularly in relation to international nurse colleagues. The latter being a significant factor in the Trust position of above national average in relation to relative likelihood of white staff accessing non-mandatory training and CPD compared to staff from ethnic minority groups (indicator 4 in above table)

In relation to Relative likelihood of staff from ethnic minority groups entering the formal disciplinary process compared to white staff (indicator 3 in the above table), the Trusts position is significantly different from the national average in that white staff are more likely to enter the formal disciplinary process compared to staff from ethnic minority groups. It is suggested that this is further monitored in 25/26 to determine contributing factors.

When compared to the national average of other Trusts (previous year results), the Trust continues to be below average across 7 out of 9 indicators, illustrating that there is still significant work to do. This is demonstrated by the red cells in the last column titled 'Difference between Trust 24/25 compared with national average 23/24'.

From analysis of the above, it is recommended that the following high level actions continue to be taken forward in 25/26.

- Strengthen Inclusive Recruitment approaches, undertaking targeted recruitment for professions/bandings that currently have significant underrepresentation of ethnic minority groups.
- Work with the Executive Leadership Team to further develop plans to increase board representation
- Continue work in relation to reducing ethnic minority staff experience of harassment, bullying or abuse from patients

4.1.3.2. 2025 WDES Report

The table below shows the Trusts 2024/25 performance against each of the 14 WDES indicators, compared to 2023/24 data at national, and Trust level. The RAG rating in the columns illustrates progress or deterioration in the Trust position as appropriate.

Metric	National average 2023/24	COCH 2023/24	COCH 2024/25	Difference between Trust 24/25 compared with 23/24.	Difference between Trust 24/25 compared with national average 23/24.
1. Percentage of disabled staff	5.7%	4.9%	5.7%	0.8%	0%
2. Relative likelihood of non-disabled applicants being appointed from shortlisting compared to disabled applicants.	0.98	1.56	0.98	0.58	0
3. Relative likelihood of disabled staff entering the formal capability process compared to non-disabled staff.	2.04	0	0	0	2.04
4. a) Percentage of disabled staff experiencing harassment, bullying or abuse(HBA) at work from the public in the last 12 months.	30%	31.3%	33%	1.7%	-3%

b) Percentage of disabled staff experiencing HBA from managers in the last 12 months.	14.6%	17.8%	16.26%	0.86%	-1.66%
c) Percentage of disabled staff experiencing HBA from other colleagues in the last 12 months.	23.8%	25.9%	26.8%	0.9%	3%
d) Percentage of disabled staff saying that the last time they experienced HBA they reported it.	52.5%	53%	51.5%	1.5%	-1%
5. Percentage of disabled staff who believe that the Trust provides equal opportunities for career progression or promotion.	52.2%	41.8%	42.7%	0.9%	-9.5%
6. Percentage of disabled staff who have felt pressure from their manager to come to work despite not feeling well enough.	26.6%	30.5%	27.55%	2.45%	-0.95%
7. Percentage of disabled staff who are satisfied with the extent that the Trust values their work.	36.9%	20.8%	27%	6.2%	-9.9%
8. Percentage of disabled staff saying that the Trust has made reasonable adjustment(s) to enable them to carry out their work.	74.5%	63.24%	65.31%	2.07%	-9.19%
9. a) The staff engagement score for disabled staff.	6.5	5.98	6.19	0.21%	-0.31%
9. b) Has your organisation taken action to facilitate the voices of your Disabled staff to be heard (yes or no)?	N/A	Yes	Yes	N/A	N/A
10. Percentage disabled Board membership.	6.2%	2%	0%	-2%	-6.2%

The Trusts 24/25 WDES report shows an in year improvement against 8 out of 13 indicators/sub indicators, indicating that work undertaken is continuing to have a positive impact. This is demonstrated by the green cells in the column titled 'Difference between Trust 24/25 compared with 23/24'.

A key in year action contributing to the positive shift has been the introduction of the ENABLED Staff Network. As one of the Trusts strongest networks, significant work has been done to increase membership of the network, giving staff a voice, providing support and raising the awareness of reasonable adjustments via the Enabled staff passport.

In relation to relative likelihood of staff with a disability entering the formal disciplinary process compared to white staff, the Trusts position is significantly different from the national average, with 0 disabled staff in the reporting period entering the process. It is suggested that this is further monitored in 25/26 to determine contributing factors.

When compared to the national average of other Trusts (previous year results), the Trust continues to be below average across 11 out of 13 indicators, illustrating that there is still significant work to do. This is demonstrated by the red cells in the last column titled 'Difference between Trust 24/25 compared with national average 23/24'.

From analysis of the above, it is recommended that the following high level actions continue to be taken forward in 25/26.

- Develop a campaign celebrating contributions of disabled staff and continue promotion of flexible working.
- Continued monitoring and awareness raising of reasonable adjustments, Trust processes and line manager responsibilities.
- Work with the Executive Leadership Team to further develop plans to increase board representation
- Continue work in relation to reducing disabled staff experience of harassment, bullying or abuse from patients

4.1.4. 2025 Gender Pay Gap Report

As an organisation with 250 or more employees, the Trust is required to publish their gender pay gap figures annually. The figures must be published on a specific date each year based on a 'snapshot date' (a defined point in time where the salaries and wages of employees are calculated to produce the gender pay gap report). The snapshot date each year is 31 March for public sector organisations.

Whilst historically the Trust has reported Gender Pay Gap to Committee in March, this has been brought forward in 2025 to October to allow earlier analysis of data and action planning, aligning to WRES and WDES reporting to enable more robust analysis of EDI data and action planning.

The tables below show the Trust 2025 Gender Pay Gap Report.

Average & Median Hourly Rate	Mean Hourly Rate	Median Hourly Rate
Male	£26.43	£19.09
Female	£19.54	£17.62
Difference	£6.89	£1.48
Pay Gap %	26.07%	7.74%

Following a reduction trend in the Gender Pay Gap since 2021, the 2025 report is broadly aligned to the Trusts 2024 results with little change. At Trust level, the average hourly rate of pay gender pay gap remains at 26% in favour of male staff.

In relation to spread of male and female employees across pay quartiles, there continues to be significantly more females employed within the Trust when compared to males as illustrated in the below table.

Percentage of Men & Women in each Hourly Pay Quarter	Male	Female	Male %	Female %
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Upper Hourly Pay Quarter	415	1024	28.84%	71.16%
Upper Middle Hourly Pay Quarter	195	949	17.05%	82.95%
Lower Middle Hourly Pay Quarter	258	876	22.75%	77.25%
Lower Hourly Pay Quarter	220	1104	16.62%	83.38%
All Pay Quarters	1088	3953	21.58%	78.42%

The report requires organisations to not only report on pay, but also bonuses. For the Trust this includes bonuses awarded to the substantive medical workforce but also the monetary value of the vouchers given to staff as part of Long Service Awards. The Trust reports in relation to bonuses are provided below.

Percentage of Men & Women who received Bonus Pay	Male	Female	Male %	Female %
Staff Receiving Bonuses	62	76	5.70%	1.92%

Average & Median Hourly Rate	Mean Bonus Pay	Median Bonus Pay
Male	£5,901.45	£100.00
Female	£2,146.30	£100.00
Difference	£3,755.15	£0.00
Pay Gap %	63.63%	0.00%

The above shows that more men than women received bonuses within the period reported. The gender pay gap average value of bonus pay had a gender pay gap difference of 63.63% in favour of men.

Further detailed analysis of the Gender Pay Gap has been undertaken with the following high level action recommended for continued progression in 25/26.

- There is a significant Gender Pay Gap in favour of males in relation to M&D-Other (which relates to our locally employed doctors), M&D Consultant, and Bands 8d and 9. Further work needs to be undertaken to understand barriers to pay equity in relation to these bandings, with a particular focus on locally employed doctors (15.35% pay gap)

4.2. The 2024/2025 Integrated EDI Action Plan for Workforce

The Integrated EDI Action Plan for Workforce was introduced in April 25 to reduce duplication and complexity, and improve visibility, prioritisation and oversight of EDI actions.

The action plan is a live working document that is regularly reviewed and updated, with monitoring and reporting via the People and Culture Sub Committee. A full copy of the current action plan can be found in Appendix 1.

As of 31st September 25, there are a total of 48 actions identified, with 26 completed. Of the 15 currently in progress, 4 have had a revised due date agreed. Delays in delivery of these specific actions are mainly due to either wider project dependencies and/or competing priorities. Work on 7 actions has not yet commenced, with focused work planned to commence in November 25.

4.2.1. Spotlight on achievements from Qtr1/Qtr 2 25/26

4.2.1.1. Staff Networks

Following the establishment of the seven Trust networks in 24/25, work has continued to strengthen the networks. The Trust celebrated National Staff Network Day on the 15th May 25 promoting and increasing network membership, with a follow up event held at our Ellesmere Port site in Sept 25. All networks now have confirmed network chairs and are being supported to ensure regular member meetings are established. Work is ongoing to ensure each network has a minimum of 3 priorities for delivery in year. These are being shaped by Trust data including an analysis of staff survey data via protected characteristic that has been shared with appropriate networks. As an example, our ENABLED Staff Network are prioritising Enhancing Manager Awareness and Confidence in supporting Disabled and neurodivergent staff.

Exception reporting from networks is now established via the People and Culture Sub-Committee.

4.2.1.2. Tackling Health Inequalities

Aligned to Action 29 within the Trust Action Plan ‘to identify a health inequality impacting our workforce and identity actions to reduce the inequality, the Trust held a Diabetes Awareness event targeting BAME colleagues on the 12th June 2025’. Recognising the disproportionate impact of Diabetes on black and Asian communities, over 600 targeted emails were sent out to staff, with 115 diabetic assessments completed. A participant shared the following experience,

“There was a short straightforward form to identify my Diabetes risk score, then a discussion based on that score. I had the options to get a quick blood glucose check and my HbA1c done. Altogether, I found the Diabetes Team very helpful and got lots of information.”

Feedback from the event was very positive, with all participants receiving personalized health advice and signposting to additional primary care support as appropriate.

4.2.1.3. Ongoing delivery of EDI Training and Awareness Sessions

Delivery of ad hoc EDI Training and Awareness sessions has continued as part of management and leadership development with focused sessions provided to therapies and Ellesmere Port Hospital Staff in Qtr 2 24/25

The EDI Integrated Action Plan will be updated to include additional actions from the 2025 WRES, WDES and Gender Pay Gap Reports in October 25.

5. Next Steps and Actions

Following completion of WRES, WDES and GPG reporting, reports and action plans will be published as per statutory reporting requirements. Actions identified will be embedded within the EDI Integrated Action Plan for Workforce, with monitoring and reporting via the People and Culture Sub-Committee.

6. Recommendation

The Committee is asked to note the progress to date in relation to EDI, approve the WRES, WDES and GPG for publishing, and note the ongoing plans to further develop in this area.

Appendix 1 – 2024/2025 Integrated EDI Action Plan (Workforce) V1 – Updates as of 30th September 2025

RAG	RAG Description
PURPLE	Not started
RED	Overdue
AMBER	On Track
GREEN	Completed

ID	Action Theme	Action Description	Source	Accountable Lead	Responsible lead	Date Due	RAG
1	Governance and Reporting	Introduction of enhanced staff network framework to improve the efficiency and reach of the ethnic minority network and other network groups.	WRES	Deputy Chief People Officer	EDI coordinator	Mar-25	GREEN
2	Governance and Reporting	To review and re-establish effective governance for Workforce EDI	Trust EDI Strategy	Chief People Officer	Deputy Chief People Officer	Jun-25	GREEN
3	Governance and Reporting	To work with the CPO to ensure a WRESS 6-month interim report will be received by Board and is reflected in the relevant cycle of business.	Anti Racist Framework	Director of Governance, Risk and Improvement	Deputy Chief People Officer	Jun-25	GREEN
4	Governance and Reporting	Analyse Staff survey results 2024 by protected characteristic to inform targeted Trust EDI workforce actions to form part of a wider Trust Staff Survey Action Plan	WDES	Chief People Officer	EDI coordinator	Jun-25	GREEN
5	Governance and Reporting	To clarify future strategy requirements and draft as appropriate for launch in 2026	Trust EDI Strategy	Deputy Chief People Officer	EDI Corodinator	Mar-26	PURPLE

6	Governance and Reporting	Design and deliver a campaign to increase the disclosure rate of staff with protected characteristics in ESR	Trust EDI Strategy	Deputy Chief People Officer	EDI coordinator	Sep-25	
7	Governance and Reporting	Consider development of EDI and Human Rights Policy	WRES	Chief People Officer	Deputy Chief People Officer Head of HR EDI Coordinator	Oct-25	
8	Governance and Reporting	The Trusts 2025/26 EDI Annual Report to include a section entitled 'Embed anti-racism in the NHS' and include evidence of Trust progress against the NHS Anti-racism framework.	Anti Racist Framework	Deputy Chief People Officer	Deputy Chief People Officer	Mar-26	
9	Governance and Reporting	To seek feedback on the Trusts progress against the Anti Racism Framework from the BAME assembly as required as part of the Trusts commitment to the Framework.	Anti Racist Framework	Chief People Officer	EDI Coordinator	Mar-26	
43	Governance and Reporting	Develop guidance for completion of the corporate impact assessment section for EDI on Committee report cover sheets.	Other	Deputy Chief People Officer	Deputy Chief people Officer	Nov-25	
10	Increasing Workforce Diversity	Undertake thorough analysis of training data to better understand who is applying for and being accepted onto leadership development training and take steps to spot and address any patterns identified.	GPG	Deputy Chief People Officer	People Promise Manager	01/05/25 Revised to 31/10/25	
11	Increasing Workforce Diversity	Undertake an evaluation of the Elevate programme to inform future Trust commitment to programmes and inform any extension to the programme where by the Trust would offer secondment or stretch programmes to BAME colleagues.	Anti Racist Framework	Deputy Chief People Officer	Edi Coordinator	May-25	

12	Increasing Workforce Diversity	Work with the Director of Governance, Risk and Improvement to identify opportunities to engage in bespoke promotion and encouragement to potential BAME applicants when an Exec role, Non-Exec or Governor role is advertised	Anti Racist Framework	Chief People Officer	Deputy Chief People Officer	Jun-25	
13	Increasing Workforce Diversity	Undertake thorough analysis of workforce data especially where there is a gender pay gap, to better understand who is applying for and being appointed to roles and take steps to spot and address any patterns identified.	GPG HIA 3	Chief People Officer and Deputy Chief People Officer	Workforce Lead	Jul-25	
14	Increasing Workforce Diversity	Undertake annual ethnicity pay gap report, and identify actions for inclusion in Integrated Action Plan	WRES	Chief People Officer	Workforce Lead EDI Coordinator	Oct-25	
15	Increasing Workforce Diversity	Undertake annual disability pay gap report, and identify actions for inclusion in Integrated Action Plan	WDES	Deputy Chief People Officer Workforce Lead	EDI coordinator Workforce Lead	Oct-25	
16	Increasing Workforce Diversity	Ensure the review of Trust Recruitment and Selection Policy, process and training includes inclusive recruitment best practice, to improve race equality in recruitment processes.	WRES	Chief People Officer and Head of HR	Workforce Lead Recruitment Lead EDI Coordinator	Oct-25	
17	Increasing Workforce Diversity	Implement an effective flexible working policy including advertising flexible working options on organisations' recruitment campaigns.	NHS HIA3	Deputy Chief People Officer	People Teams including People Promise Manager, Recruitment and HR	Dec-25	
18	Increasing Workforce Diversity	Review current talent management planning at Executive and senior levels to include a focus on improving diversity	NHS HIA2	Chief People Officer	EDI Coordinator Deputy Chief People Officer	Mar-26	

19	Leadership	Appoint a senior director level EDI lead with a commitment to advancing anti-racism within the organisation.	Anti Racist Framework	Chief People Officer	Deputy Chief People Officer	Jun-25	
20	Leadership	Review Trust wide approach to appraisals and identify opportunity to promote and report on appraisal/PDP goal for all Band 8a and above around EDI.	Anti Racist Framework	Deputy Chief People Officer	OD Manager	01/07/2025 revised to 31/12/25 in line with appraisal review work	
21	Leadership	Development of specific and measurable EDI objectives by all Trust Board members for 25/26, to include a specific objective on developing and embedding anti-racist framework and practice consistently.	WRES EDS Anti Racist Framework NHS HIA1	Chief Executive	Chief People Officer	Annual refresh of objectives	
22	Leadership	Build on the zero tolerance campaign by highlighting incidents and stories to raise awareness of poor behaviour	EDS	Deputy Chief People Officer Deputy Chief Nurse	EDI Coordinator Deputy Chief People Officer	Oct-25	
23	Leadership	Work with the Director of Governance, Risk and Improvement to ensure that Executive Team colleagues receive cultural awareness training at least every 2 years.	Anti Racist Framework	Director of Governance, Risk and Improvement	Deputy Chief People Officer	Mar-26	
24	Leadership	Work with Executive colleagues to identify how Board members demonstrate how organisational data and lived experience has been used to improve culture.	NHS HIA1	Chief People Officer	Deputy Chief People Officer EDI Coordinator	Mar-26	

42	Leadership	EDI Coordinator to work with Director of Corporate Affairs, identifying opportunities to promote upcoming Governor opportunities to individuals with protected characteristics utilising our Staff Networks.	Other	Deputy Chief People Officer	EDI Coordinator	Jun-25	
25	Staff Experience	Establish a mechanism to inform and support activities of the Women's Staff Network on gender specific HR issues.	GPG	Deputy Chief People Officer	EDI Coordinator Women's Staff Network	Feb-25	
26	Staff Experience	Launch of EDI Ally Network, to support disability equality work across the Trust	WDES	Deputy Chief People Officer	EDI coordinator	Apr-25	
27	Staff Experience	Expansion of induction and onboarding for internationally recruited staff, e.g. offering Cultural Competence training to teams welcoming internationally educated colleagues. This is aimed to enhance talent management practices	WRES NHS HIA5	Deputy Chief People Officer	OD Practitioner EDI Coordinator	Apr-25	
28	Staff Experience	Develop and embed an EDI Calendar of Events within the annual well being calendar events, raising awareness of EDI and the support available to staff with protected characteristics across the Trust	EDS	Deputy Chief People Officer	Employee Wellbeing Lead EDI coordinator	May-25	

29	Staff Experience	To identify a health inequality impacting our workforce and identify actions to reduce the inequality	Anti Racist Framework	Deputy Chief People Officer	EDI Coordinator Employee Wellbeing Lead	Jun-25	
30	Staff Experience	Providing a quarterly update on health and wellbeing initiatives for marginalised staff, with the aim of improving staff awareness of trusted services available to offer support and advice when suffering from stress, abuse, bullying, harassment and physical violence from any source.	WRES EDS	Workforce EDI Lead	Wellbeing Manager	Aug-25	
31	Staff Experience	Analyse Datix incidents reports for staff members protected characteristics highlighting issues to leadership teams and look at trends to identify problem areas, developing understanding and taking action.	EDS	Deputy Chief People Officer	Deputy Chief People Officer EDI coordinator	Aug-25	
32	Staff Experience	To ensure that a zero tolerance approach to racist abuse from service users or staff members is embedded in the wider Trust approach to zero tolerance and staff civility campaigns	Anti Racist Framework	Deputy Chief Nurse Deputy Chief People Officer	EDI Coordinator Employee Wellbeing Lead Head of Safeguarding	01/09/2025 revised to 31/12/25 in line with wider projects	
33	Staff Experience	Review FTSU/raising concerns data sets, ensuring that reporting is available via protected characteristics and identify actions as required.	HIA6	Chief Operating Officer	FTSU Guardian	01/09/2025 Revised to 30/11/25	
34	Staff Experience	Develop a Trust SOP for staff to access appropriate wellbeing support (incl. psychological support if required) if they have reported being a victim of bullying, harassment, discrimination or violence (by March 2024)	HIA6	Deputy Chief People Officer	Employee Wellbeing Lead	Sep-25	
35	Staff Experience	Reward and Recognition data will be identified and monitored regularly to ensure that specific groups of people are not being treated unfairly, either directly or indirectly	Trust EDI Strategy	Deputy Chief People Officer	People Promise manager	Dec-25	
36	Staff Experience	Explore and identify actions on how the organisation will enable diverse representation within their disciplinary and grievance Process	NHS HIA6	Deputy Chief People Officer - HR Operations	Head of HR	Dec-25	

37	Staff Experience	To continue to grow the membership of staff networks and strengthen their voice in the organisation by developing exception reporting into Trust governance structures	Trust EDI Strategy	Deputy Chief People Officer	EDI coordinator	Mar-26	
38	Staff Experience	Design and deliver an EDI training programme for 25/26. This will include a review current EDI Training offer, identify potential gaps, and identify and deliver training priorities in targeted areas.	WRES WDES EDS Annual Report	Deputy Chief People Officer	OD Practitioner EDI coordinator	Mar-26	
39	Staff Experience	Prepare Equality Impact Assessment Schedule for EDI related Policies and support completion of EIA's, including training managers on how to conduct EIAs'	WRES Trust EDI Strategy	Deputy Chief People Officer	EDI Coordinator Deputy Chief People Officer	Mar-26	
40	Staff Experience	As part of wider Employee Relations monitoring and reporting, ensure reporting includes protected characteristic consideration and identification of any gap in the experience of staff with a protected characteristic, compared with staff who do not have a protected characteristic where appropriate	WRES Anti Racist Framework NHS HIA6 Trust EDI Strategy	Deputy Chief People Officer - HR Operations	Head of HR	Mar-26	
41	Staff Experience	To review recent Gender Ruling and understand implications for staff facilities and staff experience	Other	Deputy Chief People Officer Deputy Director of Estates and Facilities	EDI Co-ordinator	Aug-25	
44	Staff Experience	Deliver a Staff Network Event in EPH ensuring equity of access across the workforce	Other	EDI Coordinator	Staff Network Leads	Sep-25	

45	Staff Experience	Introduce a reverse and reciprocal mentoring initiative where senior leaders are paired with staff from underrepresented groups to share lived experiences and perspectives.	WRES/ WDES/ GPG/EP G/DPG	CPO	DCPO/EDI	Mar-26	
46	Staff Experience	To identify barriers and opportunities for flexible working across departments, with a particular focus on higher pay bands where female representation is lower.	GPG/W DES	DCPO/Head of HR	EDI/HR	Apr-26	
47	Staff Experience	Produce reading and information materials for colleagues about EDI/Staff Networks and where to access information		EDI Coordinator	Staff Network Leads	Sep-25	
48	Staff Experience	To achieve Bronze accreditation in relation to the NHS BAME Assembly Anti Racism Framework.	WRES/ EPG - Anti Racism	DCPO	EDI Coordinator	Dec-25	

Source	Source Description
Trust EDI Strategy	Trust Equality, Diversity and Inclusion Strategy 2023-2026
Anti Racist Framework	NHS England North West Anti-racist Framework
WRES	Workforce Race Equality Report
WDES	Workforce Disability Equality Report
GPG	Gender Pay Gap Report
Annual Report	Trust EDI Annual Report (to evidence Trust Public Sector Equality Duty)
NHS HIA	NHS EDI Improvement Plan - High Impact Actions