NHS
Whittington Health
NHS Trust

Workforce Race Equality Standard (WRES)
2026-27

Introduction

The Development of the Action Plan

The following action plan, built around key areas to ensure fairness and an equitable experience for staff working in our organisation regardless of their race and ethnicity, was developed with input from HR Business Partners, the Organisation Development team, Workforce Systems and Analytics, and the Inclusion Group, in collaboration with our four staff networks. It is also informed by concerns raised in the Freedom to Speak Up Guardian report and those highlighted directly to the Inclusion Group. We have presented it at our Trust governance meetings. All stakeholders will contribute to delivering the action plan. As a live document, we monitor progress quarterly and update the action plan accordingly. Some agreed actions are complete, some are in progress, and others are continuously monitored to ensure ongoing progress.

The vision statement below reflects our shared understanding of the culture we want to build. It has informed our actions and helps us engage staff at all levels in our ambition and goals for our organisation as an inclusive, fair place where we all want to work.

A place you want to come to, a place that's fruitful and abundant with joy and laughter. It's a safe and warm place that values and appreciates everyone's difference.

All staff, managers and leaders enable, empower and encourage colleagues, regardless of background to be their best and to give of their best. It's a place where we celebrate together the wonderful nature of our diversity and work together to deliver on our ambition of high-quality patient care for the people in our locality and beyond.

Vision Statement developed by Staff Network Members & Staff.
Whittington Health NHS Trust

Whittington Health 2026 WRES Outcomes
Comparison to 2025 and 2018

NHS Whittington Health NHS Trust

Performing Well

Indicator 4

Non-Mandatory Training 1.05

Position improved from 2025
(Inside target range of 0.8-1.25)
2025: ▼ 1.09
2019: ▲ *0.94*

Some Improvement – Further Work Needed

Indicator 2

Recruitment 1.56

Position improved from 2025
(Outside target range of 0.8-1.25)
2025: ▼ 1.79
2018: ▼ *2.14*

Indicator 3

Disciplinary 1.41

Position improved from 2025
(Outside target range of 0.8-1.25)
2025: ▼ 2.51
2019: ▲ 1.18

Indicator 5

Harassment: Patients
White: 21.9% **BME: 25.7%**

Position Improved from 2025
2025: White: ▼ 23.0%, BME: ▼28.3%
2018: White: ▼ 28.4%, BME: ▼29.1%

The arrows shows a comparison to 2018 (2019 where data is not available) and 2025, a green arrow shows better performance and a red shows worse performance

Some Improvement – Further Work Needed

Indicator 6

Harassment: Staff
White: 19.1% **BME: 22.1%**

Position Improved from 2025
2025: White: ▼ 20.9%, BME: ▼24.1%
2018: White: ▼ 32.5%, BME: ▼26.7%

Indicator 7

Equal Ops / Progression
White: 57.8% **BME: 50.7%**

Position Improved from 2025
2025: White: ▼ 59.0%, BME: ▲46.9%
2018: White: ▼ 59.5%, BME: ▲39.8%

Indicator 8

Discrimination from manager/colleagues
White: 7.9% **BME: 11.1%**

Position improved from 2025
2025: White: ► 7.9%, BME: ▼14.4%
2018: White: ▼ 8.2%, BME: ▼17.1%

Indicator 9

Board Representation 31.3%

Position improved from 2025
2025: ▲ 26.7%
2019: ▲ 20.7%

The following areas have been identified from 2026-27 WRES data reporting as areas requiring our greatest focus:-

Indicator 2 - BME applicants recruitment from shortlisting compared to white applicants
Indicator 5 - Bullying & Harassment of BME staff from patients, relatives or the public.
Indicator 6 - Bullying & Harassment of BME staff from staff
Indicator 9 - BME Board Membership
Indicator 7 - Equal opportunities for career progression and promotion

Sections	Action Plan
Section 1	Debiasing Recruitment
Section 2	Anti-Racist Culture
Section 3	Improving Equal Representation in Leadership
Section 4	Career Development
Section 5	Workforce Engagement

The specific actions have been grouped into four sections and linked to the relevant WRES indicator/s. Many planned activities will contribute toward multiple indicators, so primary and secondary indicators have been listed where applicable. Staff engagement is pivotal to achieving race equity and actions to continue to improve staff engagement are included.

Debiasing Recruitment

The following actions have been designed to deliver better equity within the Trust's recruitment processes, which will also have a positive impact on the representation of minority ethnic staff in senior positions.

	WRES Indicators	Action	Lead
1	1,2	Implement strengthened guidance and policy on inclusive & diverse panels	Inclusion Directors
2	1,2	Monitoring and embedding of the diverse and inclusive recruitment panel process and evaluate impact	Recruitment Services manager & EDI Lead
3	1,2	Quarterly monitoring of recruitment outcomes by ICSU/department against targets	Recruitment Team
4	1,2	Quarterly ICSU/corporate departments WRES dashboard for performance reviews	Inclusion Directors, Workforce & OD
5	1,2	Use and embed positive action and targeted engagement to attract and recruit ethnic minority staff and for AHP where underrepresented	Inclusion Directors/ Chief AHP
6	1,2	Engage with local schools and colleagues to promote Whittington Health as an employer of choice	Learning & Development Inclusion Directors
7	1,2	Work with ICSUs and corporate departments to improve the coverage of our workforce disability and race data	Inclusion Directors

Anti-Racist Culture

The following actions have been designed to embed an anti-racist workplace culture.

	WRES Indicators	Action	Leads
1	2,3,4,5,6,7,8	Review and update the Building Inclusive Culture inhouse training. To include, anti-racist actions, translating See ME First pledges to actions and bystander to upstander learning outcomes	Inclusion Directors / EDI Lead Organisational Development
2	All	Develop Leadership Programme for middle managers, EDI leads & allies. This programme will provide robust baseline capacity building on legal compliance, equality analysis and practical application of embedding EDI in all Trust activities and functions, including equality of opportunity in career progression and development across all protected groups	Organisational Development Inclusion Directors / EDI Lead
3	1,4,5,6,7,8	In conjunction with OD colleagues, develop diverse and inclusive recruitment and selection training for recruiting managers and interview panel members on conscious and unconscious bias, favouritism, and prejudice and create accountability	Inclusion Directors / EDI Lead / Organisational Development
4	2	In collaboration with OD and HR, aim to mandate recruitment and selection training for recruiting manager and interview panel chair. In due course, to extend this to all panel members	Inclusion Directors / EDI Lead/ Recruitment Team

Anti-Racist Culture

The following actions have been designed to embed an anti-racist workplace culture

	WRES Indicators	Action	Leads
10	5	Monitor the impact and review the Managing violence & Aggression	Challenging Behaviours Group
11	5	In collaboration with local police forces and clinical staff implement the South Warwickshire NHS Foundation Trust's violence and aggression poster	Joint Director of Inclusion
12	5	Profile and promote the Adult Community Services Integrated Clinical Unit as good practice in management of challenging behaviour from patients, relatives and others	Joint Director of Inclusion
13	1-8	Launch Religion and Culture Guide	Joint Director of Inclusion
14	All	Quarterly Open Forum with committed attendance by execs, non-execs and senior management	Joint Director of Inclusion

Equal Representation in Leadership

The following actions have been designed to support minority ethnic staff in, and into, leadership roles

	WRES Indicators	Action	Leads
1	1, 4, 7, 8, 9	Increase the diversity of the Trust Board by proposing Associate Non-Executive Director roles	Inclusion Directors
2	1, 4, 7,8	In partnership with ICSUs' develop succession plans to help increase the diversity of senior teams to better reflect our diverse patient community	Inclusion Directors
3	1, 4, 7,8	Career and interview skills training for staff	Inclusion Directors, Staff networks, Organisational Development
4	1, 4, 7,8	Review and ensure all non-mandatory training learning and development opportunities are monitored and reported by protected characteristics to identify any potential inequalities	Chief Nurse's education team, Medical Education team

Career Development & Progression

The following actions have been designed to support minority ethnic staff in, and into, leadership roles

	WRES Indicators	Action	Leads
1	1, 1,2,4,7	Create and build up list/bank of internal career coaches/mentors, and relationships train new/existing coaches/mentors as necessary	Head of Organisational Development
2	1, 2, 3, 5, 6,8	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
3	1, 4,7	Produce a Managers' Diversity Guide to help increase confidence and capability in managing diversity and diverse teams	Inclusion Directors, EDI Lead
4	1, 2,8	Spread of the BME Band 2-7 Development Programme to London Region	Head of Organisational Development
5	4	Review coverage of training activity data and draw up plans to include all training activity.	Head of Learning and Development/EDI
6	1, 2, 3, 5, 6, 8	Complete pilots in ICSUs and share learning for the implementation of a Trust wide talent management programme & succession planning	Organisation Development, EIM and ACS ICSUs, Inclusion Directors

Career Development & Progression

The following actions have been designed to support minority ethnic staff in, and into, leadership roles

	WRES Indicators	Action	Leads
7	1,2,4,7,9	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
8	1, 2, 3, 5, 6,8	Following a successful pilot, implement the offer of external mentoring scheme for BME staff who will benefit/request it	Inclusion Directors Organisational Development

Anti-Racist Culture

The following actions have been designed to embed an anti-racist workplace culture

	WRES Indicators	Action	Leads
5	1, 8	Monitor the impact of the reciprocal mentoring programme.	Head of Organisational Development & Joint Director of Inclusion
6	2,6,8	Continue the rollout of Restorative and Just Culture Work	Associate Director of HR
7	3,7,8	In response to the RCN Anti-Racist publication and Capital Midwife Anti-Racist Framework, launch the nursing and midwifery reverse mentoring programme to support the education of senior colleagues learning from a junior BME colleague to exchange knowledge, experience, and skills in support of anti-racist practice and culture.	Joint Director of Inclusion & Chief Nurse & Director for Allied Health Care Profession
8	3	Maintain oversight of progress on indicator 3.	Human Resources
9	5, 6 & 7	Review reporting and support mechanisms for staff that have experienced racial discrimination at work.	EDI Lead, FTSU Lead/ Head of Health, Wellbeing and Engagement

Workforce Engagement

The following actions have been designed to support delivering race equity

	WRES Indicators	Action	Leads
1	1	Ongoing programme of encouraging staff to share their diversity data.	EDI Lead
2	All	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
3	1, 4,7	Produce a Managers' Diversity Guide to help increase confidence and capability in managing diversity and diverse teams	Inclusion Directors, EDI Lead
4	1,3,5,6,7,8,	Review staff network activities update reports for pertinent information. Maintain support to the staff network as required	EDI Lead
5	1, 4,7	Build the developed Diverse & Inclusion Panel Principles & Guidance into refreshed recruitment policy - including pre and post checklist for panel chair and staff members	Inclusion Directors

Workforce Engagement

The following actions have been designed to support delivering race equity

	WRES Indicators	Action	Leads
6	1, 2, 3, 5, 6,8	Utilise ICSU board meetings, departmental and Trust middle management forums to highlight and provide updates on Trust activities	Inclusion Directors, EDI Lead
7	1, 2, 3, 5, 6,8	Include WRES focussed outcome into proposed Trust Navigators remit champions/'allies' made up of clinical and non-clinical staff from all grade and professional group.	Inclusion Directors, EDI Lead
8	1, 2, 3, 5, 6,8	Develop Anti racist content/resource and revamp intranet and internet pages	Inclusion Directors, EDI Lead, Comms Team
9	All	Develop and implement a dashboard for ICSU/corporate departments to measure WRES progress and allow for accountability	Inclusion Directors