Appendix 1: DRAFT WRES and WDES Action Plans 2026-27
Action plan period: 1 November 2026 to 31 October 2027

Measure	WRES and/or WDES	Action/Area for Development	Desired Impact	Timescale & Monitoring (Sustainability)	Accountable
Leadership & Progression (Metric 1) Representation at senior bands	WRES & WDES	1.a Work with the NHS People Portal programme to ensure it can capture and report diversity data relating to candidate, future appraisal, talent and succession planning data can be analysed by protected characteristic.	Improved representation across all pay bands and fairer progression opportunities. Reduced disparities in promotion outcomes.	Ongoing. Report through Workforce Committee	Workforce Systems; OD
	WRES & WDES	1b. Continue to develop *the We Are The Christie* campaign and wider communications channels to increase the visibility of colleagues from diverse backgrounds, professions and career stages, showcasing career pathways, progression opportunities and lived experiences across the Trust.	Increased awareness of career pathways and opportunities specifically targeted to racially minoritised and disabled employees, improved visibility of diverse role models and stronger staff sense of belonging and inclusion.	Ongoing	Communications Team
	WRES & WDES	1c. Develop and evaluate progression pathways from widening participation programmes into volunteering, apprenticeships, employment and NHS career opportunities, with particular focus on care-experienced young people,	Improved transition from work experience and internship programmes into sustainable employment, education and NHS career pathways.	31 October 2027 6 monthly reporting to Executive Education Group. Annual review of participant progression outcomes, including	Christie Institute of Cancer Education

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		people with disabilities and other underrepresented groups.		employment, apprenticeship and further education destinations.	
Appointments (Metric 2) Likelihood of being appointed	WRES & WDES	2a. Review the Inclusive Recruitment Toolkit, recruitment training and candidate experience through an ethnicity, disability and neuro-inclusion lens.	More hiring managers upskilled to a higher standard on inclusive recruitment practices. Reduced disparity in recruitment outcomes and greater confidence in fair recruitment processes.	Ongoing. HR Board. October 2027	Workforce Systems; OD
	WRES & WDES	2b. Explore implementing feedback mechanisms from applicants and recruiting managers to identify and address barriers to attraction, application, shortlisting, interview and appointment processes.	Improvement in candidate feedback. Reduced disparity in recruitment outcomes and greater confidence in fair recruitment processes.	Ongoing. HR Board. October 2027	Workforce Systems; OD
	WDES	2c. Complete Disability Confident Level 3 gap analysis and implement priority actions required for accreditation readiness.	Improved disability inclusion and organisational readiness for Disability Confident Level 3 accreditation.	Gap analysis completed by 2027. Progress monitored 6 monthly through Workforce Committee.	Resourcing Team; OD

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Disciplinary / Capability (Metric 3) Likelihood of entering formal process	WRES & WDES	3a. Monitor implementation of the revised disciplinary policy and EROG process, ensuring continued alignment with Just and Restorative Learning Culture principles	Reduced disproportionality in formal employee relations processes and improved staff experience.	Ongoing. Quarterly ER monitoring and annual review of trends.	HR Advisory; OD
	WRES	3b. Review and relaunch race equity learning resources (e.g. Let's Talk About Race) and evaluate future use within workforce and management development programmes.	Improved access to race equity learning resources and increased staff awareness of race equality issues.	Resource review completed by June 2027. Usage and evaluation reviewed annually.	Christie Institute of Cancer Education; OD
Education (Metric 4 WRES) Likelihood of accessing training	WRES	4a. Review learner application, approval, participation and completion data quarterly to implement at least two targeted interventions annually which addresses identified barriers for racially minoritised learner groups.	Increased participation improved learner experience and equity of access to learning opportunities.	Ongoing. Quarterly review through Executive Education Group. Annual evaluation of participation, completion and learner experience outcomes.	Christie Institute of Cancer Education
	WRES & WDES	4b. Quarterly review of study leave, CPD and leadership development participation by ethnicity, disability, band and division, with action plans	More equitable access to CPD, education and development opportunities.	Annual review through Executive Education Group and annual review of participation trends.	Christie Institute of Cancer Education

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		developed where disparities are identified.			
Experiencing & Reporting Bullying, Harassment, Abuse & Discrimination (Metric 4 WDES; Metrics 5, 6 & 8 WRES)	WRES & WDES	5a. Quarterly review of FTSU, Datix and ER data relating to bullying, harassment and discrimination, with learning themes reported through governance routes.	Increased confidence in reporting and improved organisational learning from incidents.	Ongoing. 6 monthly review through Workforce Assurance Committee	HR Advisory; FTSU Guardian
	WRES & WDES	5b. Linked to NHS Staff Standards, scope out a Managing Difference curriculum to improve managerial competency in, cultural Intelligence and active bystander learning, with pilot session delivered for evaluation.	Improved workplace culture and stronger manager confidence in addressing inappropriate behaviour.	Ongoing. Annual review of training uptake and outcomes by Q2 2027.	OD; Christie Institute of Cancer Education
	WRES	5c. Implement priority actions arising from the Anti-Racism Framework gap analysis and evidence repository established and reviewed.	Improved organisational readiness for accreditation and strengthened anti-racist culture.	Quarterly review of action plan delivery and evidence collection. Progress reported to Workforce Committee every 6 months.	OD
	WRES & WDES	5d. Promote and support use of manager's guidance around	Increased confidence in reporting, improved support	HR Board	

Measure	WRES and/or WDES	Action/Area for Development	Desired Impact	Timescale & Monitoring (Sustainability)	Accountable
		supporting colleagues facing hate, discrimination and unacceptable behaviour so that colleagues are supported and clear processes outlined in responding to patient or staff behaviour.	for affected colleagues and reduction in negative staff experience indicators over time.	Activity delivered by February 2027	OD; FTSU Guardian; HR Advisory
Equal Opportunities (Metric 5 WDES; Metric 7 WRES) Belief in equal career progression and promotion	WDES	6a. Produce and publish the Disability Pay Gap Report and develop an associated action plan, monitoring progress annually.	Increased transparency and understanding of disability-related pay disparities, informing targeted actions to improve equity of experience, progression and reward.	Disability Pay Gap Report published annually in June 2027 Progress against action plan reviewed annually through HR Board and Workforce Committee.	OD; Engagement; Workforce Systems; HR Advisory
	WRES & WDES	6b. Undertake a starting salary audit to identify potential disparities in recruitment, pay and progression outcomes by ethnicity and disability, and implement recommendations where inequities are identified.	Improved understanding of recruitment and pay-related inequalities, increased assurance that starting salary decisions are applied equitably, and reduced risk of future ethnicity and disability pay disparities.	HR Board Spring 2027	OD; Workforce Systems; HR Advisory
	WRES	6c. Review progress against the Ethnicity Pay Gap Action Plan, implement outstanding actions.	Improved representation of colleagues from racially minoritised backgrounds across all pay quartiles,	Annual review of Ethnicity Pay Gap data and action plan presented to HR Board in June 2027.	OD; Engagement; Workforce

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			greater equity in recruitment and progression outcomes, and reduced ethnicity-related pay disparities.		Systems; HR Advisory
Staff Experience (Metric 6 & 8 WDES)	WDES	7a. Develop plan for options to move to a centralised reasonable adjustment fund and process.	More accessible and uncomplicated process for disabled colleagues to obtain adjustments	Ongoing. HR Board review. Deliver by Spring 2027	OD
	WRES & WDES	7b. Explore opportunities within the NHS People Portal to improve recording, analysis and reporting of workforce equality data, including intersectional workforce reporting capability.	Improved workforce intelligence and greater ability to understand workforce trends, representation, progression and pay gaps across protected characteristics.	Ongoing. Workforce Committee. Deliver by June 2027	Workforce Systems
	WDES	7c. Complete one targeted survey and minimum of two focus groups with disabled colleagues during the reporting period and publish resulting findings and actions.	Greater staff voice and improved organisational responsiveness.	Activity delivered by Spring 2027. reported through Workforce Committee.	Engagement
Engagement, Voice & Value (Metric 7 & 9 WDES)	WDES	8a. Undertake deeper analysis of disabled staff survey data and wider colleague feedback, working with divisions to identify	Improved understanding of the experiences of disabled colleagues and stronger evidence-based action to address barriers, improve	Workforce Committee and relevant divisional governance arrangements.	Engagement; OD; Divisional directors

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		themes and develop targeted local actions.	staff experience and support inclusion.		
Board Representation (Metric 9 WRES; Metric 10 WDES)	WRES & WDES	9a. Undertake an annual review of Board, Executive and Band 8d+ diversity data and use findings to inform regional succession planning activity, Trust leadership development programmes and actions arising from the Anti-Racism Framework and wider inclusion priorities.	Improved diversity within senior leadership pipelines and increased alignment between workforce data, leadership development activity and organisational inclusion priorities.	Ongoing. Review completed by October 2027 and reported through Workforce Committee.	Company Secretary; OD
	WRES & WDES	9b. Support the development of high-quality and consistent Board and sub-Board EDI objectives, ensuring alignment across Executive portfolios, organisational priorities and relevant accreditation frameworks.	Stronger EDI leadership and governance at Board level.	Ongoing. Embedded within Board development programme and appraisal processes.	Company Secretary; OD