

WRES and WDES Action Plan 2025-26

Action plan period: 1 November 2025 to 31 October 2026

Measure	WDES and/or WDES	Action/Area for Development	Desired Impact	Timescale & Monitoring (sustainability)	Accountable
Leadership and progression (Metric 1) Representation at senior bands	WRES & WDES	1A. Continue to regularly track and analyse numbers of staff and protected characteristics across all AfC bands to identify areas of under-representation in the workforce.	Maintain high awareness at committee level to inform decision making.	Ongoing Quarterly tracking, Workforce Assurance Comm.	Workforce Systems Team
		1B. Continue 6 monthly promotion to encourage staff to update protected characteristic data on ESR.	Improved accuracy of reporting on ESR to inform decision making.	Ongoing 6 monthly reporting to Snr Management Committee	Workforce Systems Team
		1C. We are The Christie campaign and quarterly magazine to spotlight individuals and share good news stories of those who have achieved senior roles who are disabled and/or in the global majority.	Drive engagement, celebrate individuals and raise awareness of achievements of colleagues with varying protected characteristics. Raise aspirations for those at earlier career stages.	Ongoing Quarterly review by Senior Management Committee	Communications Team OD
		1D. Continue engagement with schools, colleges and local communities specifically to increase students/people accepting work experience placements and supported internships. Work internally to support placements.	Maintain 2024-25 target of 20% year-on-year increase for acceptance of placements and internships. Aim to support a healthy pipeline of talent to enable more representative future leadership.	31 October 2026 6 monthly reporting to Executive Education Group	Education
Appointments (Metric 2) Likelihood of being appointed	WRES & WDES	2A. Roll out new inclusive recruitment toolkit standards (bronze, silver, gold) plus values-based recruitment paperwork to improve how we assess candidates.	Reduce disparity in appointment rates. Improved ability to conduct unbiased, fair and inclusive recruitment process.	March 2026 HR Board	Resourcing Team



Measure	WDES and/or WDES	Action/Area for Development	Desired Impact	Timescale & Monitoring (sustainability)	Accountable
		2B. Enhance inclusive recruitment training to improve awareness on EDI, decision-making and how to cater for candidates with different needs. Ensure all managers are applying two ticks scheme appropriately.	Improve individual decision-making by short-listers and panel members, ensuring fairness in processes	31 October 2026 review point HR Board	Resourcing Team OD
		2C. As part of job description review work, assess language from the perspective of race, ethnicity and disability, identifying any opportunities for standardised approaches to job paperwork and adverts.	Removal of biased language and increased likelihood that minoritised people will perceive jobs as relevant to them and apply.	March 2026 HR Board	Resourcing Team (& stakeholders in Workforce Division)
		2D. Continue quarterly monitoring of candidate progression from application through to appointment by ethnicity, disability and pay band.	Maintain awareness of any issues and identify targeted action	Ongoing Quarterly, Trust Board	Workforce Systems Team
		2E. Continue and enhance community engagement work and advertising options to promote The Christie as a local employer.	Increase the diversity of applicants and support employment in local communities	March 2026 HR Board	Resourcing Team
		2F. Continue to develop, promote and signpost colleagues to workshops on career planning, job applications and interview preparation, and work with managers and divisions on fair approval of CPD and study leave.	Improved parity on awareness and access to education and study leave approval for disabled colleagues and colleagues of colour.	Ongoing Executive Education Group	Education
		2G. Undertake targeted marketing for career support and education opportunities to support colleagues of colour and colleagues who may be minoritised.	Positive impact on likelihood of being appointed.	Ongoing with Spring 2026 review point Executive Education Group	Education
	WDES	2H. Start journey towards Disability Confident Level 3 employer.	Further improve activity to support disabled candidates and staff through a structured framework. Promotes us as a desirable employer.	March and August 2026 review points HR Board	Heads of WST, OD Engagement & Inclusion



Measure	WDES and/or WDES	Action/Area for Development	Desired Impact	Timescale & Monitoring (sustainability)	Accountable
		2I. Explore options for targeting certain types of roles to people with strengths and qualities associated with neurodiverse conditions who may excel in those.	Maximise opportunities for individual employment and supporting the local economy. Actively aligning role skillsets with individual qualities of under-represented groups in the workforce.	June 2026 HR Board	Resourcing, OD, TU, staff network
Disciplinary/capability (Metric 3) Likelihood of entering formal process	WRES & WDES	3A. Regular monitoring of disciplinary and capability using protected characteristic data	Maintain awareness and develop actions to reduce disproportionate formal action	Ongoing Quarterly monitoring, Trust Board	HR Advisory, Workforce Systems Team
		3B. Review the Employee Relations Oversight Group process through an enhanced just and restorative learning culture journey lens and make process improvements	Seek to eliminate in-built bias and improve employee experience.	31 October 2026 Quarterly ER data monitoring, Trust Board	HR Advisory
		3C. Regularly review investigations and hearings to identify whether race, ethnicity or disability has been a factor and look at the effectiveness of our decision-making.	Seek to eliminate in-built bias and improve employee experience.	31 October 2026 Quarterly ER data monitoring, Trust Board	HR Advisory
		3D. Regularly review staff feedback on HR policy and process and incorporate improvements where possible.	Demonstrate responsiveness to listening mechanisms and enable continuous improvement that improve the staff experience of unfairness in our formal process.	31 October 2026 Monthly, HR Board	HR Advisory
		3E. Ensure new investigating officers and hearing managers are trained using Let's Talk About Race approach regarding about equity and fairness in the workplace. Explore similar option for disability.	Contribute towards good quality decision-making in HR processes to ensure that colleagues are not experiencing detriment or lack of parity due to race, ethnicity and disability.	Mar 2026: checkpoint Oct 2026: annual review HR Board	HR Advisory



Measure	WDES and/or WDES	Action/Area for Development	Desired Impact	Timescale & Monitoring (sustainability)	Accountable
Education (Metric 4 WRES) Likelihood of accessing training	WRES	4A. Continue to track equality monitoring data for education applications to non-mandatory training, CPD and apprenticeship; action to reduce those who 'prefer not to say'	Maintain awareness of access rates and improve staff confidence in disclosure of protected characteristics	Ongoing Quarterly, Executive Education Group	OD Education
		4B. Undertake positive action to support leadership development applications from disabled colleagues and colleagues of colour.	Levelling the playing field and provide access to those who may have previously been denied access to opportunity through discrimination.	Ongoing Workforce Committee, annual review	OD Education
		4C. Remove barriers to training access by improving opportunities for everyone to access training and webinars. Work with staff and divisions to identify opportunities.	Make education and conversation about development more regular and embedded into fabric of how we work.	Ongoing Workforce Committee, annual review	OD Education
Experiencing & Reporting Bullying, Harassment, Abuse & Discrimination (Metric 4 WDES; Metric 5, 6 & 8 WRES) From patients, public, managers and colleagues	WRES & WDES	5A. Monitor reports made through Datix anonymous reporting route and act on concerns raised.	Identify issues earlier and intervene where possible.	Ongoing Quarterly reporting, HR Board; WAC annually	HR Advisory, FTSUG
		5B. Relaunch/refresh Respectful Resolution education to improve culture and feedback mechanisms.	Improve cultural and individual competency about knowing what to say and stepping in when conflict arises; building better working relationships.	March 2026 Workforce Committee	OD, Education
		5C. Strengthen active bystander training, and target managers in cultural conversation training to improve how they address difference within teams.	Improve cultural and individual competency about knowing what to say and stepping in when conflict arises; building better working relationships.	October 2026 Workforce Committee	OD, Education
		5D. In support of our inclusive culture strategy, discuss and agree terminology and Trust language to improve understanding and how people communicate. Embed new listening mechanisms and Trust conversation approaches for multiple groups.	Support the connectivity and conversation ambition within the Inclusive Culture Strategy. Aid organisational learning and improvement.	Ongoing with June 2026 review point Workforce Committee	OD, Education



Measure	WDES and/or WDES	Action/Area for Development	Desired Impact	Timescale & Monitoring (sustainability)	Accountable
		5E. Continue expanding how the Trust works with colleagues in staff networks to develop insights and solutions.	Gaining insight from colleagues to involve everyone in the development of culture; adopting an approach of co-creation rather than 'do to'.	Ongoing HR Board	Head of OD, Engagement & Inclusion
		5F. Respond in a culturally appropriate and compassionate way to events and instances which may incite discrimination or abuse; ensuring staff safety and wellbeing are paramount.	Ensure we're getting things right and supporting colleagues to feel a sense of connection and belonging; enable continuous learning and evolution within our culture.	Ongoing Senior Management Committee, Director meetings and/or HR Board as appropriate	Deputy Director of Workforce, Ass. Director of Comms, Head OD Engagement & Inclusion
		5G. Continue to expand the Freedom to Speak Up champions network and promote the routes to speaking up.	Meet national requirements; generate a culture of open feedback and addressing issues.	Ongoing 6 monthly, Trust Board	FTSUG
		5H. Review FTSU cases on a regular basis for those linked to race, ethnicity or disability and ensure that lessons are learnt.	Identify areas of practice which require change and enable interventions to be developed.	Ongoing 6 monthly, Trust Board	FTSU
	WRES	5I. Launch anti-racism work and achieve bronze level of the anti-racism framework	Contribute towards wider NHS aspirations. Support overall improvements culture for minoritised groups.	Ongoing Staff survey data – reported annually. Monitor monthly via HR Board	Workforce division (in conjunction with Education & staff networks)
		5J. Put in place clear guidance for addressing racism and discrimination from patients so that staff are clear on process, available actions and reporting mechanisms.	Reduce ambiguity and develop consistent practice to address racism.	February 2026 Workforce Committee	FTSUG, Head of OD, Engagement & Inclusion
Equal Opportunities (Metric 5 WDES; Metric 7 WRES)	WRES & WDES	6A. Clinical educators and facilitators providing education to trainees/students on placement to ensure that reasonable adjustments are in place for disabled students and neurodiversity.	Learner needs are being met as evidenced through feedback	31 October 2026 6 monthly audit, Executive Education Group	Education



Measure	WDES and/or WDES	Action/Area for Development	Desired Impact	Timescale & Monitoring (sustainability)	Accountable
Belief in equal career progression and promotion		6B. Track exit data and local intelligence via HRBPs where leavers cite lack of progression due to protected characteristic, affecting our talent pipeline.	Maintain awareness insight into whether race, ethnicity and disability are factors in decisions to leave. Identify areas for targeted action.	Ongoing Quarterly reporting, Trust Board	Workforce Systems Team HRBPs
		6C. Start to produce and publish an Ethnicity Pay Gap Report and Disability Pay Gap report, develop action plans and monitor progress against these.	Raise awareness and action around targeted interventions	March 2026 publication, actions timeline TBD. Senior Management Committee	Head of OD, Engagement & Inclusion, Director of Workforce
		6D. Work with divisions and EDI Coordinators to gain insight and feedback on issues around access to opportunities and implement local actions that improve this.	Tailored actions to address localised issues, improving staff experience.	Ongoing HR Board	Head of OD, Engagement & Inclusion
		6E. Rolling out and/or promoting AI in the workplace training to support Future Christie activity, with specific focus on under-represented groups who may have lower technical skillsets through lack of opportunity.	Levelling the playing field on future skillsets to mitigate against the perpetuation of bias and inability to secure promotion.	Summer 2026 review point; ongoing. Workforce Committee	OD, Digital Training Team
Staff experience (Metric 6 and 8 WDES)	WDES	7A. Run surveys and sessions to gather insights on the experience of disabled staff.	Increase awareness and understanding of experience of disabled staff, improving our ability to drive positive change	June 2026 Workforce Committee	OD in conjunction with staff networks
Pressure to work when unwell and satisfaction with reasonable adjustments		7B. Run regular staff and manager training on reasonable adjustments, flexible working, disability awareness and internal toolkits. Expand HR bitesize training packages.	Provides just-in-time learning to people when they need it, supporting better application of policy and practice, and proactive intervention.	Ongoing Review offer and feedback quarterly, HR Board	OD HR Advisory
		7C. Promote use of practical accessibility techniques for all and specific tools and software that may assist colleagues with identified needs. Work across multiple teams to simplify and speed up processes for obtaining required to make reasonable adjustments.	Minimise time window when disabled staff are without appropriate support to do their roles effectively; reduce absence and stress due to lack of tools.	March 2026, review point; iterative improvements required. Workforce Committee	Joint working - Digital services, Education, OD, HR Systems, TU



Measure	WDES and/or WDES	Action/Area for Development	Desired Impact	Timescale & Monitoring (sustainability)	Accountable
		7D. Audit the use and quality of reasonable adjustment passports. Explore systems options for capturing and reporting on reasonable adjustments more effectively	Improve manager ability to support disabled staff.	June 2026 review point, HR Board	OD, Workforce Systems, HR Advisory
		7E. Explore breakout space options across the hospital estates so that colleagues with mental health or neurodiverse requirements are enabled to manage their wellbeing and/or reduce over-stimulation.	Level the playing field for those who require adjustments, preventing unnecessary stress and absence. Reduce time spent by individual managers in negotiating local solutions.	Quarterly review on progress, Workforce Committee	OD – in conjunction with Estates and TU
Engagement, voice & value (Metric 7 & 9 WDES) Staff engagement score and feeling that work is valued	WDES	8A. Undertake deeper analysis on staff survey data for disabled staff data, working with divisions to develop local actions.	Make better use of insights that we already have from the staff survey and address issues that staff have told us about.	6 monthly review, Workforce Committee	Workforce Systems Team, OD
		8B. Run joint initiatives with the Ability & Wellbeing staff network group to improve understanding and address common issues; explore practical solutions that may improve the day-to-day experience of disabled colleagues.	Develop more impactful solutions to meet disabled staff requirements; demonstrate a culture of inclusion and belonging.	July 2026 review point Workforce Committee	OD in conjunction with staff network
Board representation (Metric 9 WRES; Metric 10 WDES)	WRES & WDES	9A. Ensure use of inclusive recruitment processes for non-executive director recruitment.	Improve representation of local communities and diversity at Board level	Ongoing. Embed into standard process.	Company Secretary
		9B. Build inclusion training into regular Board development activity. Ensure staff stories from diverse staff mix shared at committee meetings.	Improve EDI knowledge and expertise	Ongoing. Embedded into Board dev. programme	OD and Company Secretary
		9C. Develop EDI focused objectives for Board and sub-Board for the upcoming year.	Align with EDS requirements and ensure EDI is sustainably built into senior expectations.	Ongoing. Embedded into appraisal process	Company Secretary
		9D. Explore development opportunities for sub-board and senior managers. Work with NW Leadership Academy, regional & national teams on education and leadership development opportunities, including mentoring for B8+.	Widen access to progression routes and build stronger senior talent pipeline.	Ongoing. Regular review reporting into Director of Workforce	OD and Company Secretary

