

# The Workforce Race Equality Standard (WRES)

## Action Plan 2025 - 2028.

CityCare's Workforce Race Equality Standard (WRES) Action Plan 2025 – 2028 has been designed by CityCare colleagues at the WRES Workshop which was held on 24<sup>th</sup> January 2025. In the workshop the participants had the opportunity to review the results for each of the nine indicators and suggest ways for CityCare to improve on the 2023/24 WRES results and onwards.

The WRES actions will be delivered between 01 April 2025 to 31 March 2028 in line with the People Strategy 2025-2028 via a series of pathways and initiatives which are linked to a specific indicator, however, many of the actions will contribute towards more than one indicator.

WRES Indicators	Actions for the WRES Indicator	Timescale (Completed by)	Who is Responsible
<b>WRES Indicator 1:</b> Percentage of staff in Agenda for Change (AfC) pay-bands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce.	<b>Awareness Raising:</b> To work with the Ethnic Equalities Staff Network Lead and the Communications Team to promote information about race and the experiences of colleagues from ethnically diverse backgrounds. To celebrate key national awareness day/ week/ month relating to race by signposting, information sharing for colleagues. Also, to encourage Ethnic Equalities Staff Network members to actively contribute to awareness raising.	Ongoing	<b>Director of People, Communications and Inclusion – <i>Chief People Officer</i></b> <b>Deputy Director of People and Inclusion</b>  <b>Supported by:</b> Head of Organisational Development. Head of Recruitment and Transactional Services Head of Workforce Intelligence Head of Communications and Marketing Assistant Equalities Manager Ethnic Equalities Lead
	<b>ESR Equalities Monitoring Form:</b> Highlight the importance of diverse representation within the organisation. Guidance for updating EDI information on ESR.	Dec 2025	
	<b>Workforce Data:</b> Triangulate retention + pay bands and monitor.	July 2025	
	<b>Leavers:</b> Triangulate ethnicity + pay bands of leavers and monitor.	July 2025	

	<p><b>Positive action / talent management:</b> Creating a clear talent management process.</p> <p><b>Measurable outcome:</b> Increased numbers of BME colleagues across all pay bands which is more reflective of the community we serve. With improvement in the numbers of BME colleagues recruited or promoted into higher pay bands.</p>	<b>Dec 2025</b>	
<p><b>WRES Indicator 2:</b> Relative likelihood of BME staff being appointed from shortlisting compared to that of white staff being appointed from shortlisting across all internal and external posts.</p>	<p><b>Recruitment and Inclusion Champions or Diversity panel members:</b> To consider creating Recruitment and Inclusion champion roles to sit on Band 6+ interview panels. By providing recruitment and selection training for staff network members to support diversity on recruitment panels.</p> <p><b>Recruitment Positive Action:</b> To put in place the following positive action steps:</p> <ul style="list-style-type: none"> <li>• Workshops for application and interviewing skills or fact sheets.</li> <li>• Target international recruitment.</li> <li>• AHP retention.</li> <li>• Aspirational for rotations, shadowing within CityCare, across providers and the system.</li> </ul> <p><b>Volunteering programme:</b> To encourage Nottingham citizens to volunteer with CityCare. This enables CityCare colleagues to work with volunteers who may come from seldom engaged communities, in line with our social values priorities.</p> <p><b>External Recruitment Agencies:</b> Ensure the agencies EDI Recruitment processes are in line with CityCare's policies and processes.</p> <p><b>Workforce Data:</b> We will compare workforce diversity to local population and produce actions to increase the numbers of diverse candidates recruited.</p> <p><b>Engage with our Community:</b> Engage with community groups to advertise volunteering and job opportunities within CityCare.</p>	<p><b>Dec 2026</b></p> <p><b>Feb 2026</b></p> <p><b>Ongoing</b></p> <p><b>April 2026</b></p> <p><b>July 2025</b></p> <p><b>Ongoing</b></p>	<p><b>Director of People, Communications and Inclusion – <i>Chief People Officer</i></b> <b>Deputy Director of People and Inclusion</b></p> <p><b>Supported by:</b> Head of Organisational Development. Head of Recruitment and Transactional Services Head of Workforce Intelligence Apprenticeships and Career Engagement Manager Assistant Equalities Manager</p>

	<ul style="list-style-type: none"> <li>Radio advertising being used to engage with our diverse communities.</li> <li>Target advertising in public places.</li> </ul> <p><b>Measurable outcome:</b> To improve the relative likelihood of BME Colleagues being appointed from shortlisting.</p>		
<p><b>WRES Indicator 3:</b> Relative likelihood of BME staff entering the formal disciplinary process, compared to that of white staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.</p>	<p><b>Promote Just Culture:</b> Promote a just culture approach when things don't go as planned for colleagues and an incident occurs. Particularly at the initial stage when a concern is raised.</p> <p><b>Disciplinary Investigation:</b> Ensure a robust process for capturing informal resolution.</p> <p><b>Moderation of Decisions:</b> Fact findings and decisions made incorporating varied viewpoints.</p> <p><b>Cultural Competence:</b> Alternative provision for Cultural Competence and Big Conversations discussions to address unconscious bias to be considered.</p> <p><b>Disciplinary Investigation Process:</b> To ensure managers work effectively with HR, in assessing whether a disciplinary investigation is the right course of action for addressing concerns raised about BME Colleagues.</p> <p><b>A pool of Investigators:</b> Consider a pool of investigators from ethnically diverse backgrounds to undertake investigation training to support the process.</p> <p><b>Measurable outcome:</b> To reduce the relative likelihood of BME colleagues entering the formal disciplinary process from 3.3 to parity (1.0).</p>	<p><b>Feb 2028</b></p> <p><b>Feb 2028</b></p> <p><b>Nov 2025</b></p> <p><b>Feb 2028</b></p> <p><b>Feb 2027</b></p> <p><b>March 2026</b></p>	<p><b>Director of People, Communications and Inclusion – <i>Chief People Officer</i></b> <b>Deputy Director of People and Inclusion</b></p> <p><b>Supported by:</b> Head of Organisational Development. HR Business Partner – Care Group 1 HR Business Partner – Care Group 2 Head of Recruitment and Transactional Services Assistant Equalities Manager</p>
<p><b>WRES Indicator 4:</b> Relative likelihood of</p>	<p><b>Professional Training:</b> To continue to offer and promote professional training opportunities.</p>	<p><b>Feb 2028</b></p>	<p><b>Director of People, Communications and Inclusion – <i>Chief People Officer</i></b></p>

<p>BME staff accessing non-mandatory training and CPD as compared to white staff.</p>	<p><b>Apprenticeship Programme:</b> To encourage more BME colleagues to participate in the apprenticeship programme. To look at the breakdown across apprenticeship roles.</p> <p><b>Reverse Mentoring Programme:</b> To encourage colleagues from a BME Background to participate on the 2<sup>nd</sup> Cohort of the Reverse Mentoring Programme and Coaching Conversations.</p> <p><b>Measurable Outcomes:</b> To maintain parity in the relative likelihood of BME colleagues accessing non-mandatory training and Continued Professional Development (CPD).</p>	<p>Ongoing</p> <p>Dec 2025</p>	<p><b>Deputy Director of People and Inclusion</b></p> <p><b>Supported by:</b> Head of Organisational Development. Reducing Inequalities Lead and Freedom To Speak Up Guardian Apprenticeships and Career Engagement Manger Assistant Equalities Manager</p>
<p><b>WRES Indicator 5:</b> Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.</p> <p><b>WRES Indicator 6:</b> Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months.</p> <p><b>WRES Indicator 8:</b> Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in the last 12 months.</p>	<p><b>The Culture and Respect at Work Group:</b> To promote the:</p> <ul style="list-style-type: none"> <li>Prevention and Reduction of Violence and Abuse Policy.</li> <li>The Respect at Work Policy.</li> </ul> <p><b>National Staff Survey:</b> To encourage staff engagement from our BME colleagues to complete the National Staff Survey, to ensure that their voices are being heard. To feedback the results of the National Staff survey to the Ethnic Equalities Staff Network Members and come up with some actions to help improve the National Staff Survey results going forward.</p> <p><b>Active Bystander Training:</b> Consider the roll out of the Active Bystander Training in CityCare to include ethnically diverse staff.</p> <p><b>Language used:</b> Complete and promote the Accessible Language guide to all staff.</p> <p><b>Bullying Harassment or Abuse Reporting Mechanisms:</b> To ensure the development of a clear reporting mechanisms for colleagues and bystanders.</p> <p><b>Allyship Programme:</b> Identify and implement an appropriate Allyship Programme.</p>	<p>Ongoing</p> <p>May 2025</p> <p>April 2026</p> <p>Sept 2025</p> <p>Feb 2028</p> <p>Dec 2026</p>	<p><b>Director of People, Communications and Inclusion – <i>Chief People Officer</i></b> <b>Deputy Director of People and Inclusion</b></p> <p><b>Supported by:</b> Head of Organisational Development. Reducing Inequalities Lead and Freedom To Speak Up Guardian HR Business Partner – Care Group 1 HR Business Partner – Care Group 2 Assistant Equalities Manager Ethnic Equality Lead</p>

	<p><b>The Ethnic Equalities Staff Network:</b> To promote the Ethnic Equalities Staff Network Group. To work with Freedom To Speak Up Guardian and Champions and Health and Wellbeing Champions to build confidence in colleagues abilities to share their positive and negative experiences.</p> <p><b>Freedom To Speak Up:</b> To encourage more colleagues from ethnically diverse backgrounds to become Freedom to Speak up Champions to enable colleagues to have a greater choice into whom to raise concerns with.</p> <p><b>WRES:</b> Continue to share progress in the action plan to promote the WRES across the organisation.</p> <p><b>Measurable outcome:</b> To have an Improvement in the National Staff Survey results used in this metric each year. A 3% improvement would be considered statistically significant.</p>	<p>Ongoing</p> <p>Feb 2028</p> <p>ongoing</p>	
<p><b>WRES Indicator 7:</b> Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.</p>	<p><b>Talent management to include Succession planning for senior roles:</b> Access to shadowing coaching and mentoring and secondment opportunities.</p> <p><b>Development Programmes:</b> Establish whether our development programmes are accessible to colleagues from ethnically diverse backgrounds.</p> <p><b>Appraisal:</b> To monitor the appraisal process to ensure that our BME colleagues are not treated unfairly throughout the appraisal process.</p> <p><b>Part-time professional courses:</b> SCPHN and other professional qualifications for career progression are often full-time intensive. These courses should be offered as part-time courses.</p> <p><b>Development sessions:</b> Incorporate a series of Bite-size development sessions for BME staff to support with career progression.</p>	<p>Feb 2028</p> <p>June 2026</p> <p>Dec 2025</p> <p>Feb 2027</p> <p>Feb 2028</p>	<p><b>Director of People, Communications and Inclusion – <i>Chief People Officer</i></b> <b>Deputy Director of People and Inclusion</b></p> <p><b>Supported by:</b> Head of Organisational Development. Apprenticeships and Career Engagement Manger Reducing Inequalities Lead and Freedom To Speak Up Guardian HR Business Partner – Care Group 1 HR Business Partner – Care Group 2 Assistant Equalities Manager</p>

	<b>Measurable Outcomes</b> To have an Improvement in the National Staff Survey results used in this metric each year. A 3% improvement would be considered statistically significant.		
<b>WRES Indicator 9:</b> compares specifically the percentage difference between (i) the organisations' board voting membership and its overall workforce and (ii) the organisations' board executive membership and its overall workforce.	<p><b>Role models:</b> Offer shadowing opportunities at committees by Board Members</p> <p><b>Ethnic Equality Staff Network:</b> To utilise and work collaboratively with their Executive Sponsor.</p> <p><b>Measurable Outcomes:</b> To increase the representation of BME colleagues at board level over the 3-year period.</p>	<p><b>July 2026</b></p> <p><b>Ongoing</b></p>	<p><b>Director of People, Communications and Inclusion – <i>Chief People Officer</i></b> <b>Deputy Director of People and Inclusion</b></p> <p><b>Supported by:</b> Head of Organisational Development. Board members Assistant Equalities Manager</p>