



Workforce Race Equality Standard (WRES) Report

2025-26

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Introduction

to Sherwood Forest Hospitals, Workforce Race Equality Standard (WRES) Report 2025-26 including Model Employer update

Our People Strategy aim: Empowering and supporting our people to be the best they can be

The Workforce Race Equality Standard (WRES) is a set of nine specific measures (metrics) which enable NHS organisations to review the workplace and career experiences of colleagues from ethnic minority backgrounds compared those who are White British.

Here at Sherwood, we review the data to identify disparity in the experiences of colleagues and then use the findings to inform the actions we will take to reduce disparity and ensure a continued culture of belonging at Sherwood where colleagues can thrive. Our actions for 2025/26 are contained within this report.

We provide a year-on-year comparison to show the changes against each of the indicators.

This year, we were not required to submit separate data for our medical workforce so this data has not been collected and included in this year's report.

We have included a summary of our Model Employer goals. The Model Employer Goals from the WRES team at NHS England outline for Sherwood the aspirational goals to be achieved over a 10-year period to increase ethnic minority senior leadership in the Trust; the data provided herein shows the progress we are making to achieving the specific goals set out for us following our first WRES submission in 2018.

The workforce information data contained within this report is from 31st March 2025 and the staff survey data is from the NHS Staff Survey results from the survey that was undertaken in 2024.

In addition to supporting our colleagues, the WRES enables us to ensure our workforce reflects the diversity within our local community and will provide confidence to the communities we serve that we are representative of them and that the care we provide will be sensitive to their needs.

Our community

The 2021 Census data for Ethnicity for our local populations shows that across the populations of Mansfield, Ashfield and Newark and Sherwood, just 5.5% of our citizens identified as having an Ethnic Minority background. Here at Sherwood Forest Hospitals, just over 19% of our colleagues are from an Ethnic Minority background demonstrating that we continue to have far greater Ethnic diversity in our workforce than in our local communities.



WRES data from 31st March 2025

WRES Metric	2024	2025	Notes
1. Percentage of staff in each of the Agenda for Change Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce. (Workforce Data)	17.9%	19.8%	Overall there has been an increase in the number of ethnic minority staff in most areas in the last year. This year, the increases in ethnic minority representation have been noted in Band 5 and 6 roles and an increase in Consultants and Resident Doctors.
2. Relative likelihood of staff being appointed from shortlisting across all posts. (Workforce Data)	0.86	0.87	We have maintained our positive performance for this indicator again this year [the calculation of the likelihood means that a figure above 1.0 would indicate that White candidates are more likely to be appointed into roles]. This indicator enables us to evidence that our recruitment processes provide equity of opportunity for ethnic minority applicants.
3. Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. This indicator will be based on data from a two-year rolling average of the current year and the previous year. (Workforce Data)	0.49	0.24	Our result for this indicator has decreased compared to last year. As with last year, only one member of staff from a ethnic minority background has entered the formal process during the reporting period so there hasn't been a decrease in the number of ethnic minority staff entering the process. The indicator has reduced due to an overall increase in the number of formal disciplinary cases and only one staff member being ethnic minority.
4. Relative likelihood of White staff accessing non-mandatory training and Continued Professional Development (CPD) compared to ethnic minority staff.	0.98	1.00	The data here has increased slightly but a figure of 1.00 provides evidence that ethnic minority colleagues are as likely to access non-mandatory training and/or continuous professional development as our White colleagues. We are pleased to see continued evidence that our colleagues are afforded equity of opportunity to access non mandatory training and CPD.
5. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months. (Annual Staff Survey)	27.9%	31.0%	The proportion of ethnic minority staff experiencing bullying and harassment from patients and relatives has increased by 1.9% from last year. Our result reflects the national trend of an increase for this indicator with 28.6% of ethnic minority staff reporting their experience in the 2024 staff survey nationally (an increase of 0.8% compared to 2023). We know we have work to do to improve this indicator and this is reflected in our action plan.

WRES data from 31st March 2025

WRES Metric	2024	2025	Notes
6. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months. (Annual Staff Survey)	23.8%	25.8%	The proportion of ethnic minority staff experiencing bullying and harassment from staff has seen an increase from last year. Our result is above the national average of 24.3% which is a very small decrease compared to 2023.
7. Percentage believing that trust provides equal opportunities for career progression or promotion. (Annual Staff Survey)	56.5%	59.6%	This metric has seen an increase of 3.1% compared to last year and is the second year running we have seen a positive increase. Our result is 10% higher than the national average of 49.5%.
8. In the last 12 months have you personally experienced discrimination at work you're your Manager/team leader or other colleagues. (Annual Staff Survey)	15.2%	11.9%	We are pleased to see a reduction in the number of colleagues reporting discrimination although we acknowledge that the figure remains higher than the data for White British colleagues (5.2%). The reduction in our result means that we are below the national average of 15.2%.
9. Percentage difference between the organisations' Board voting membership and its overall workforce. (Workforce Data)	-5.4%	-7.3%	There has been no change in ethnic minority representation on our board in the reporting period but an increase in our overall workforce and the ethnic minority representation increase has resulted in an increase in the percentage difference.

WRES Action Plan 2024-25 update

Annually, upon completion of our data reporting, we identify three key objectives to be taken forward from our WRES data to improve the experiences of ethnic minority colleagues. The following is an update on last years' action plan.

What we said we would do	What we did
1. Reduce the number of ethnic minority colleagues reporting discrimination from Manager/Team Leader and/or other colleagues	As part of our review of our staff networks approach, we introduced safe spaces. These informal sessions are available to all ethnic minority colleagues to come and share their lived experiences which are then fed back anonymously to the Staff Network Action Group who will consider work that can be done to reduce disparate experience. The EDI team have continued to deliver Allyship in Sherwood training which highlights discrimination and microaggression behaviours and provides the tools colleagues need to have the skills and confidence to call out harmful behaviour. We have also created bespoke EDI sessions for wards and departments as required to support a culture of inclusion. Led by the EDI team, Inclusion and Belonging are key themes in our three of our Leadership Development programmes at Sherwood. The three programmes are designed for colleagues on different stages of their leadership journey but in each EDI session, we focus on the leadership behaviour's and skills we expect to see and our sessions focus on building inclusive teams recognising the impact of bias, microaggression and discrimination, recognising the difference between equality and equity and the link to leadership actions, leading through our CARE Values and cultural competency.
2. Introduction of Inclusive Recruitment Champions (IRC)	In Q3 of 2024 we recruited our first group of Inclusive Recruitment Champions who have completed Sherwood Recruitment training to equip them to be panel members for senior leadership roles in the Trust. Our recruitment team continue to support this work by identifying opportunities for champions to attend panels and promotion of champions with recruiting managers.
3. Review Anti-Racism Strategy	We reviewed our Anti-Racism strategy in March 2025. The outcome of the review summarised that racism is still prevalent within the Trust in some areas but also identified that we have clear evidence that race is not the only driver for hate abuse and discrimination. Our new NoHateHere approach is in development and is a new approach for tackling hate abuse and discrimination for Sherwood; the aim of this approach is to see a reduction in the number of colleagues experiencing abuse.

Model Employer

The Model Employer was developed by NHS England in 2018 and seeks to ensure there is ethnic minority representation across the Trust, specifically in Agenda for Change (NHS Employment contract) Senior Leadership positions Bands 8a to VSM (which doesn't include our medical workforce colleagues who have different Medical and Dental contracts).

In our Medical workforce, 62% of colleagues are from an ethnic minority background and in our Senior Medical Managers team 50% of colleagues are from an ethnic minority background.

Table 1: Aspirational Goals from Model Employer (current year in bold)											
Agenda for Change bands	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Band 8a	4	5	5	6	7	7	8	9	9	10	11
Band 8b	2	2	2	3	3	3	3	3	3	4	4
Band 8c	0	0	0	0	1	1	1	1	1	1	1
Band 8d	0	0	0	1	1	1	1	1	1	2	2
Band 9	0	0	0	0	0	0	0	0	0	0	0
VSM	0	0	0	0	1	1	1	1	1	1	1
Total	6	7	7	10	13	13	14	15	15	18	19

Table 2: Actual headcount in each year of the Model Employer							
Agenda for Change bands	2019	2020	2021	2022	2023	2024	2025*
Band 8a	8	10	8	9	12	13	13
Band 8b	3	4	5	6	4	3	3
Band 8c	0	0	0	1	1	2	2
Band 8d	0	0	1	0	0	0	0
Band 9	0	0	0	0	0	0	0
VSM	0	0	0	0	0	0	0
Total	11	14	14	16	17	18	18

*The cells highlighted show the Bands where we have not achieved the anticipated ethnic minority representation.

Model Employer

As noted in Table 2, we have a gap in ethnic minority representation at Band 8d and VSM but our goal for total number of colleagues in Band 8a to VSM roles for 2025 is 15 colleagues; as at the reporting date of 31st March 2024, we had 18 colleagues in post so are exceeding our model employer goals.

However, we recognise that these 18 colleagues represent just 5.8% of our leaders (311 people in Bands 8a to VSM in total) which is not representative of the number of ethnic minority colleagues overall in the Trust (19.8%). We also recognise that medical and dental staff are very well represented, and this will have an impact on our Trust data overall.

We have further examined our Agenda for Change data to identify ethnic minority representation in these roles; we have 5,567 roles in total with 796 colleagues from an ethnic minority background which is 14% of the workforce. Our 18 ethnic minority leaders represent just 0.3% of the Agenda for Change workforce (and 2.3% of our ethnic minority workforce). We aspire to decrease the gap in leadership roles; this includes greater representation in middle-management roles (Band 6 and Band 7). We are encouraged that our WRES data provides evidence that our recruitment processes are fair and equitable for applicants, but we need to ensure that our ethnic minority aspiring leaders are supported to develop their full potential and are encouraged to apply for leadership roles.

By ensuring we have ethnic minority representation in Band's 6 and 7, and providing opportunities for ongoing personal development, we will equip our existing talent to develop into senior leadership roles and as a result are more likely to achieve our Model Employer goals over the next three years.

WRES Action Plan 2025-26

Objective	Action	Owner	Metric to improve	Date for completion
1. Increase ethnic minority leadership at all levels across the Trust.	Investigate suitable Positive Action measures in recruitment across all Agenda for Change roles Band 6 and above.	EDI Team, Recruitment Team and People Lead Team	2 and 7	Guidance for Positive Action to be agreed by end of Quarter 3
	Ensure that experience gained internationally is considered in recruitment processes.	EDI Team and Recruitment Team	2 and 7	Guidance to be agreed by Quarter 3
	Develop Discrimination Awareness training for the Sherwood e-academy and review Recruitment training to ensure bias is appropriately covered.	EDI Team and e-Learning Team	8, 5 and 6	Training to be live and by Quarter 3 Recruitment training to be reviewed by Q2
	Track career progression of delegates from Leadership Training programmes.	EDI Team and Learning and Development Team	2 and 7	Ongoing – review on quarterly basis
2. Reduce the number of colleagues reporting instances of bully, harassment and abuse from patients, relatives or the public and staff.	Launch of new No Hate Here campaign to include; - Posters in public areas to deter abuse and discrimination - Launch Active Bystander training to address harmful behaviour - Review Allyship in Sherwood approach	EDI Team and Violence and Aggression Prevention Working Group	5 and 6	No Hate Here will be live Trust-wide by the beginning of Quarter 3
3. Ensure aspiring ethnic minority leaders are supported to develop their full potential.	Utilise Ethnic Minority Staff Network to promote coaching and learning and development opportunities to prepare colleagues for the next step in their career.	EDI Team	7	Ongoing

	Ensure targets for ethnic minority representation in Leadership Development training programmes are achieved and review for 2026/27.	Learning and Development Team	7	End of Q4
	Ensure we have designated places for BAME colleagues on our Leadership Training programme for BAME colleagues as part of our ongoing commitment to improving BAME Leadership.	Learning and Development Team	7	Ongoing
4. Ensure the voices of our BAME aspiring leaders are heard and appropriate support is provided for career development based on feedback	Listening sessions with BAME colleagues following Leadership Development training to understand what is needed following the development programme.	EDI Team and Development Team	2 and 7	Ongoing

Progress against our action plan will be reported through our People Wellbeing and Belonging Sub-Cabinet.

Conclusion

We are pleased to report continued improvements in some of our data which provides evidence that our continued commitment to ensuring that colleagues feel a sense of belonging in Sherwood and have equitable experiences is having an impact.

We acknowledge that whilst some areas have improved, we still have work to do to reduce the disparate experience for our ethnic minority colleagues and improve leadership representation. We are optimistic that the focussed actions detailed herein will support further data improvements. Our 2025-26 WRES action plan will also be supported by our SFH EDI Improvement plan which is underpinned by the 6 high impact actions from the NHS EDI Improvement Plan.

Colleagues are encouraged to join our Ethnic Minority Staff Network and more information can be found on the Intranet: [Ethnic Minority](#)



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Contact us



Sherwood Forest Hospitals
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