

Workforce Equality Monitoring Report

2025/26

1. Introduction

The public sector equality duty was developed in order to harmonise the equality duties and to extend it across the protected characteristics. It consists of a general equality duty, supported by specific duties which are imposed by secondary legislation. In summary, the general duty, requires the Trust to, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

These are sometimes referred to as the three aims or arms of the general equality duty. The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

In addition to the General Duty, the Trust is also subject to the Specific Equality Duty.

There are three sets of requirements in the specific duties:

- The first set requires certain listed authorities to publish gender pay gap information on their employees
- The second set requires the Trust to publish information to demonstrate their compliance with the general equality duty ('equality information').
- The third requires the preparation and publication of one or more equality objectives which it thinks it should achieve to do any of the things mentioned in the general equality duty ('equality objectives').

In respect of the requirement to publish one or more equality objectives, this element of the duty is met by the publication of the actions contained within the Trust's Equality, Diversity and Inclusion Strategy.

This report provides the information required to demonstrate compliance with the second set of requirements - to publish information to demonstrate compliance with the general equality duty ('equality information'). The following data is provided in the report:

- Staff in Post by relevant protected characteristic.
- Recruitment data by relevant protected characteristic.
- Leavers and staff turnover by relevant protected characteristic.

In addition to fulfilling the statutory reporting requirements, this report also includes summary of the Equality, Diversity and Inclusion activity over the previous 12 months.

2. Staff in Post

Age

The chart below shows the age profile of the Trust's workforce. The majority of the workforce are in the age ranges of 31-45 and 51-60. The proportions fall sharply after the age of 60 recognising the retirement age for many staff. The normal pension age (NPA) for staff in the 1995 section of the NHS pension is 60. The proportion of those aged under 20 represents less than 1% of the total workforce.

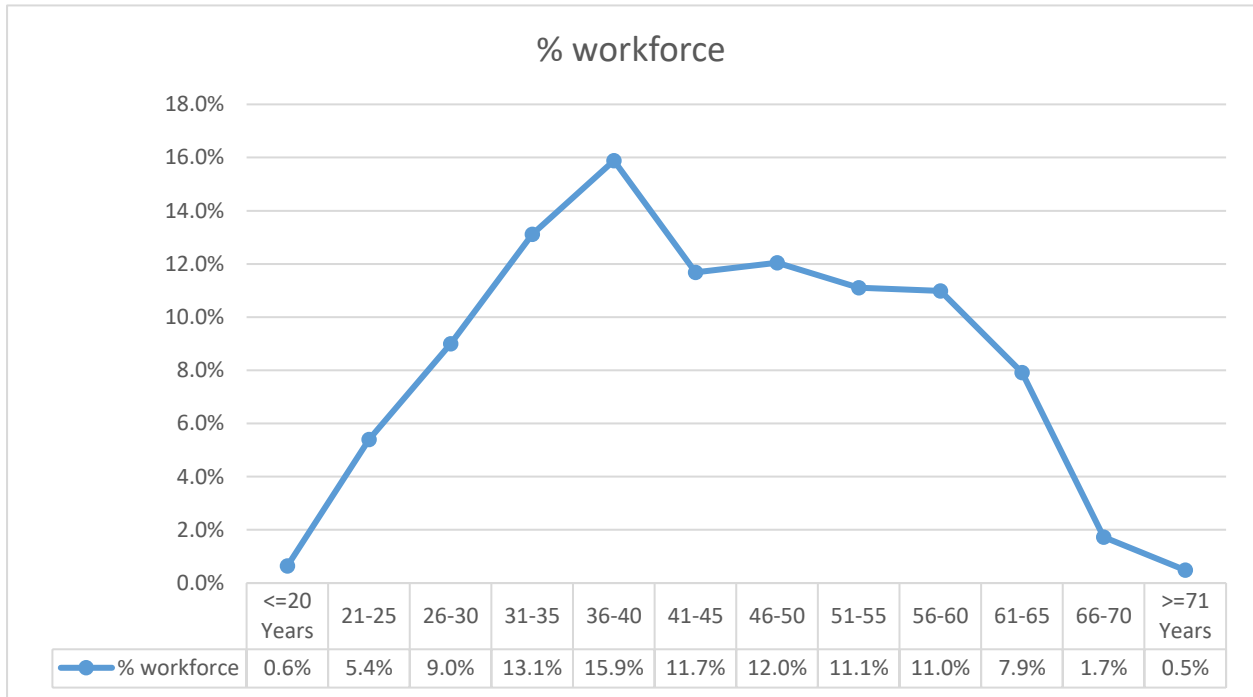
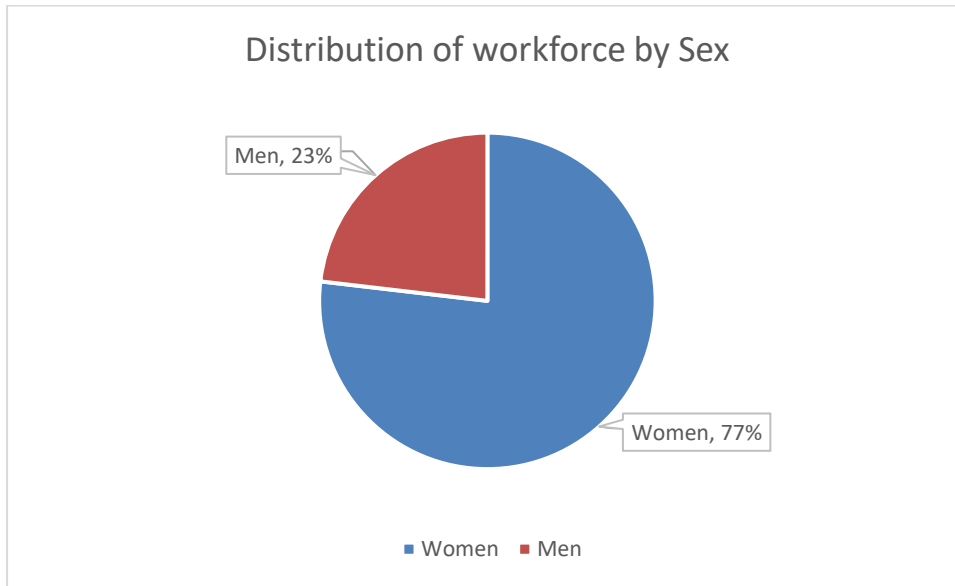


Figure 1: Age profile of all staff at the Trust.

Sex

Figure 2 below shows the distribution of the Trust's workforce by Sex. The majority of staff across the Trust are women.



The chart below shows the distribution of men and women across the workforce, by AfC pay bands, and collectively the Medical workforce. Whilst women represent the overwhelming majority of the workforce, over 57% of the medical workforce are men. The proportion of men and women in the medical workforce is a significant contributory impact to the Trust's Gender Pay Gap.

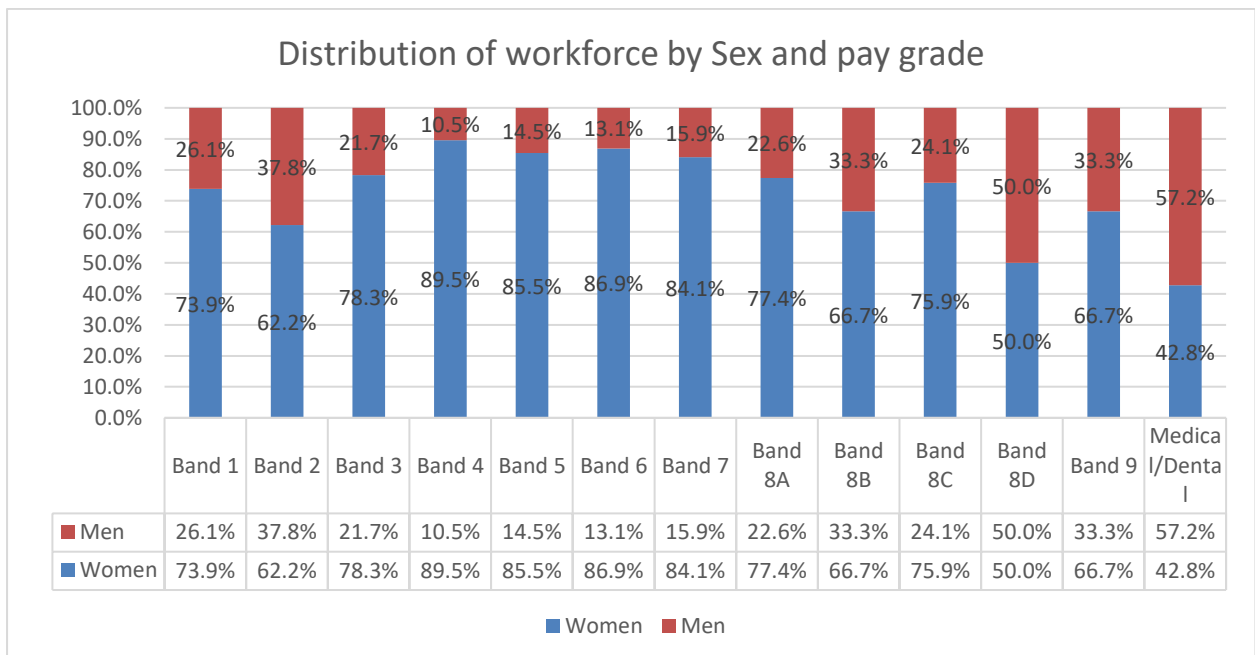


Figure 3: Distribution of men and women across the workforce

In addition to this report, the Trust is subject to the requirement to publish gender pay gap information, this data is provided under a separate report and will be published on the Trust web pages.

Ethnicity

The chart below shows the workforce composition by ethnicity. The majority of the workforce are White. There has been a small increase in the proportion of Black / Black British staff by 1.5% and an increase of 1.2% in the proportion of Asian/Asian British staff compared to the previous 12 months.

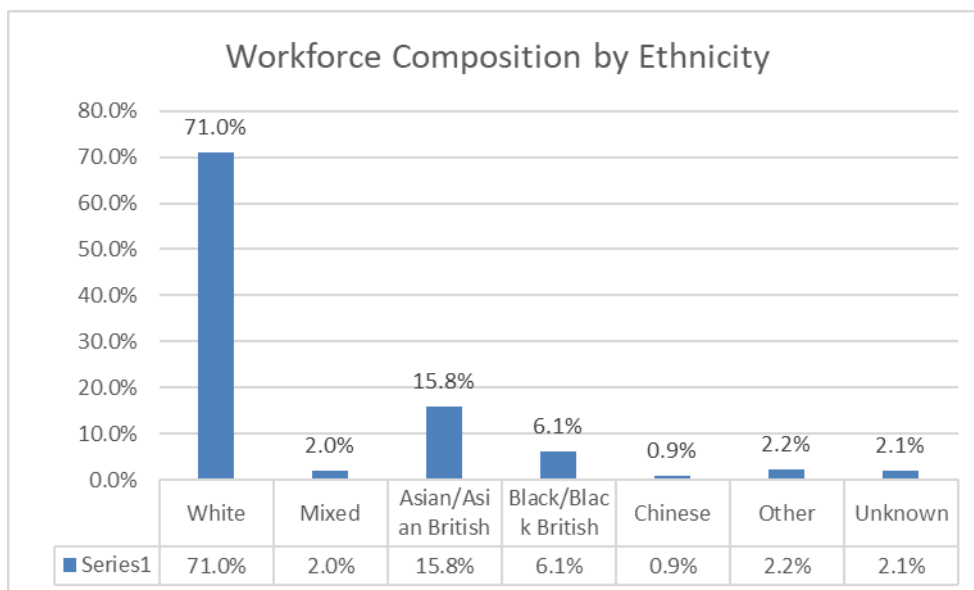


Figure 4: Workforce composition by ethnicity

Aggregating the data shows that 26.9% of the workforce are from Black, Asian and Minority Ethnic groups, compared to 25.6% in the previous year.

	% of workforce	% of Stockport population ¹
BAME	29.6%	12.6%
White	68.6%	87.4%
Unknown	1.8%	

Data from the 2021 Census shows that there has been an increase in the local BAME population (Stockport) from 7.9% to 12.6%.

The differences observed between the BAME proportions of the workforce, compared to the local population are likely to be as a result of occupational segregation (primarily the proportion of BAME staff within the medical profession), as well as a result of international recruitment.

The chart below shows the distribution of white and BAME staff cross the AfC pay bands and medical grades.

¹ [Ethnic group, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

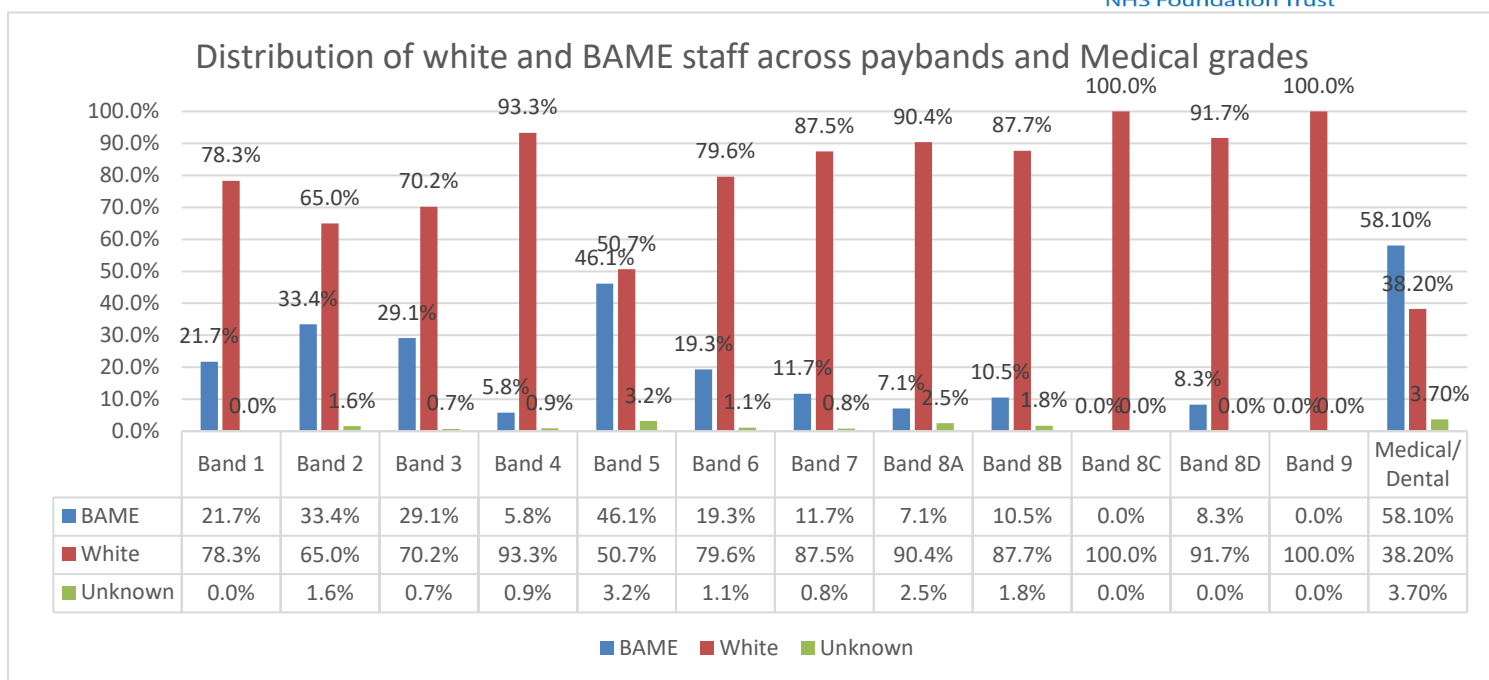


Figure 5: Distribution of White and BAME staff across AfC pay bands and medical grades

The table below shows the change in the proportion of BAME staff in the previous 12 months. At almost all AfC grades there has been an increase in the proportion of BAME staff, however, there is still not representation at grades 8C and band 9. The increase at Band 5 is likely due to the impact of internationally recruited colleagues completing their professional registration (which mirrors a fall in the proportion of BAME colleagues at Band 4). The fall in band 4 is smaller than previous years, as there is less international recruitment into Band 4 positions. The increases at Band 3, is likely due to significant drives in recruitment for HCA roles, and the ongoing Trust work in reviewing Band 2 to 3. As above the higher proportions of BAME staff in the Medical workforce reflects the occupational segmentation.

Banding	% of BAME staff 2024	% of BAME staff 2025	Change
Band 1	20.7%	21.7%	1.04%
Band 2	28.4%	33.4%	4.99%
Band 3	24.3%	29.1%	4.83%
Band 4	6.5%	5.8%	-0.71%
Band 5	41.8%	46.1%	4.31%
Band 6	17.9%	19.3%	1.42%
Band 7	10.3%	11.7%	1.41%
Band 8A	5.9%	7.1%	1.21%
Band 8B	10.0%	10.5%	0.53%
Band 8C	0.0%	0.0%	No change
Band 8D	0.0%	8.3%	8.33%
Band 9	0.0%	0.0%	No change
Medical/Dental	57.4%	58.10%	0.70%

Disability

The chart below shows the proportion of disabled staff across the entire workforce.

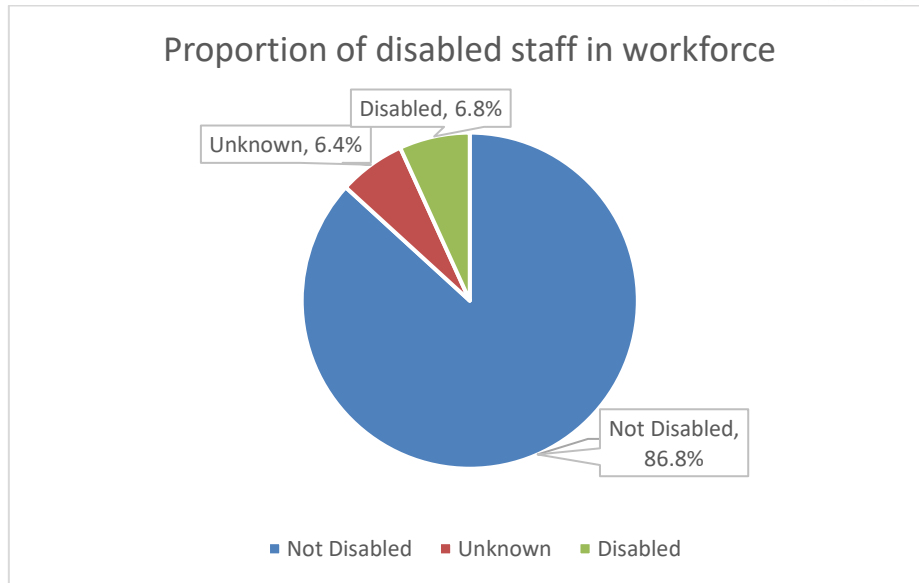


Figure 6: Composition of workforce by disability

There are 6.8% of staff at the Trust who have declared that they are disabled, an increase of 0.6% in the previous 12 months.

The Census 2021 data shows that 18.1% of residents of Stockport consider themselves to be disabled or have a long-term health condition.

The chart below shows the distribution of disabled staff across the AfC and Medical pay bands.

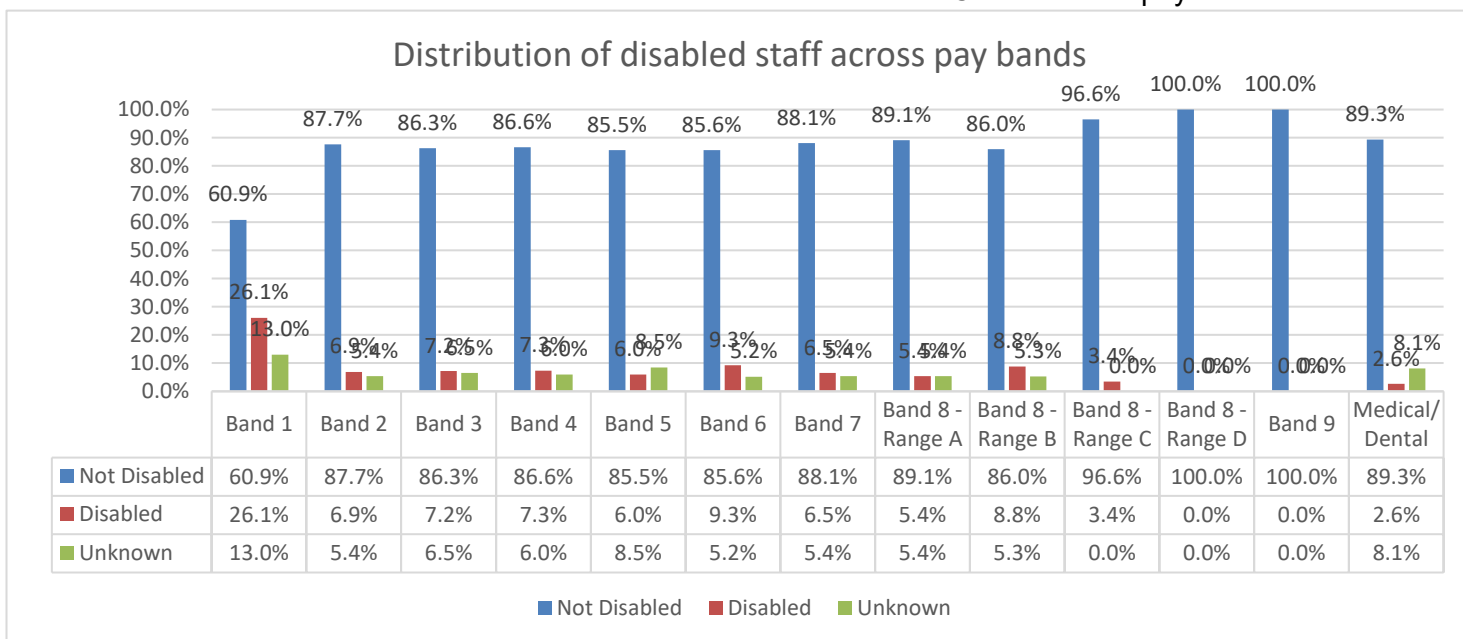


Figure 7: Distribution of disabled staff across AfC and Medical pay bands

In the 12 months since the publication of last year’s Workforce Equality Monitoring Report, there have been increases in the proportions of disabled staff across all AfC pay bands, except for Band 8C and above where there is still no representation. The table below summarises the changes over the past 12 months. Whilst there has been a significant change in the proportion of Band 8B, the total disabled in this band is 4 members of staff.

Banding	% of disabled staff 2024	% of disabled staff 2025	Change
Band 1	23.30%	26.1%	2.79%
Band 2	5.10%	6.9%	1.81%
Band 3	5.00%	7.2%	2.21%
Band 4	6.90%	7.3%	0.45%
Band 5	4.50%	6.0%	1.45%
Band 6	6.00%	9.3%	3.26%
Band 7	5.20%	6.5%	1.32%
Band 8A	5.70%	5.4%	-0.26%
Band 8B	1.70%	8.8%	7.07%
Band 8C	0.00%	3.4%	No change
Band 8D	0.00%	0.0%	No change
Band 9	0.00%	0.0%	No change
Medical	1.60%	2.6%	1.02%

Sexual Orientation

The chart below shows the distribution of sexual orientation across the workforce. 3.1% of the workforce identify as lesbian, gay or bisexual, an decrease of 0.1% on the previous year.

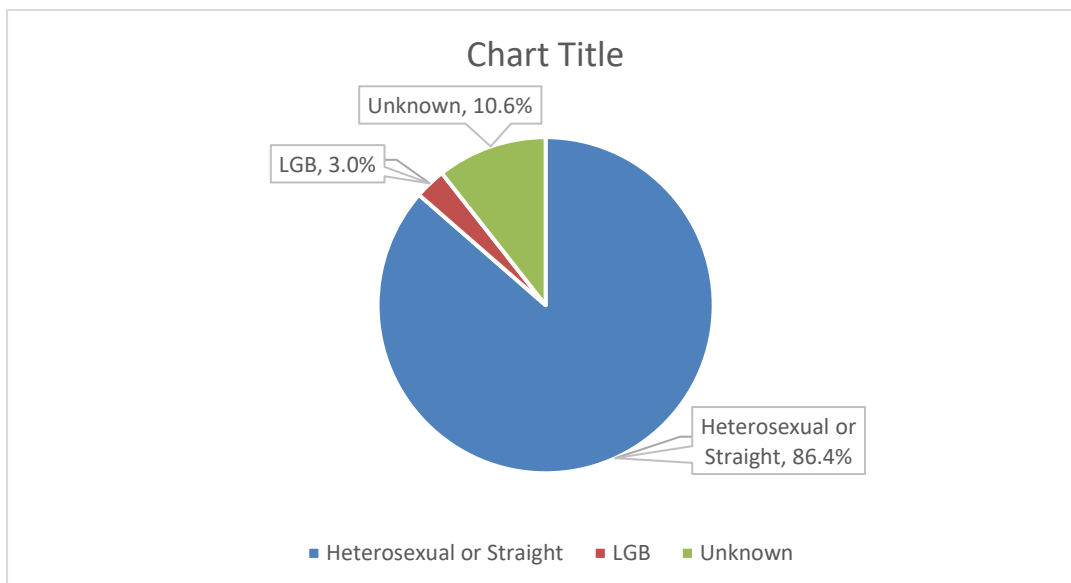


Figure 8: Workforce composition by sexual orientation

From the 2021 census data available for sexual orientation and gender identity, around 1.5 million people (3.2%) identified with an LGB+ orientation (“Gay or Lesbian”, “Bisexual” or “Other sexual orientation”). For Stockport this figure is 3.3%. Across England and Wales 7.5% of respondents did not answer the question and across Stockport this figure is 6.4%.

The chart below shows the distribution of staff by sexual orientation across the AfC pay bands and medical profession. Proportions remain similar to the previous 12 months.

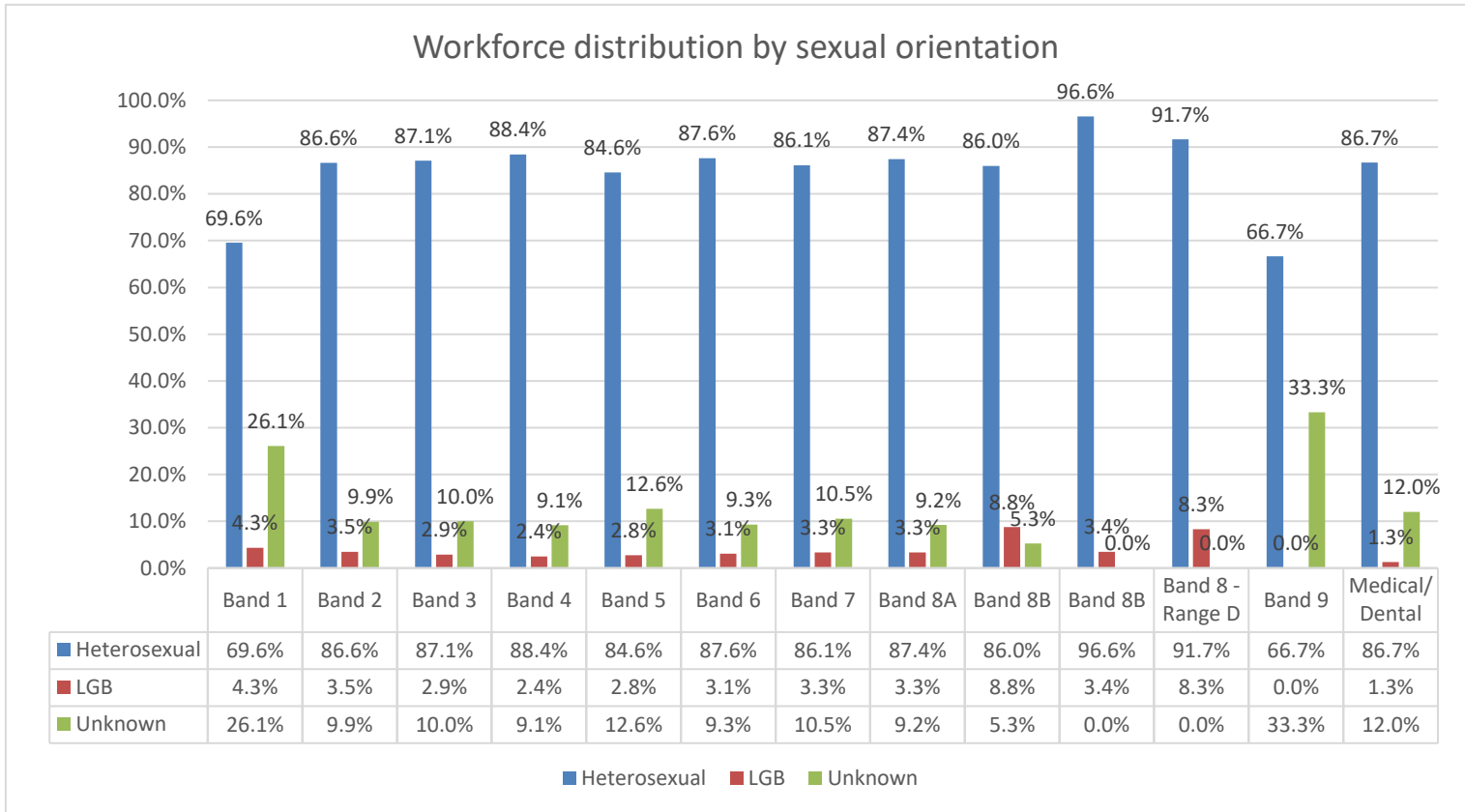


Figure 9: Distribution of sexual orientation across AfC bands and medical workforce

Religion or Belief

The chart below summarises the proportions of staff in each major religion. Just over half of the staff at the Trust identify as Christian. Of the other major world religions, 6.1% of staff are Muslim, 3.4% Hindu, 0.5% Buddhist, 0.2% Jewish and 0.2% Sikh, with very little change to the previous year.

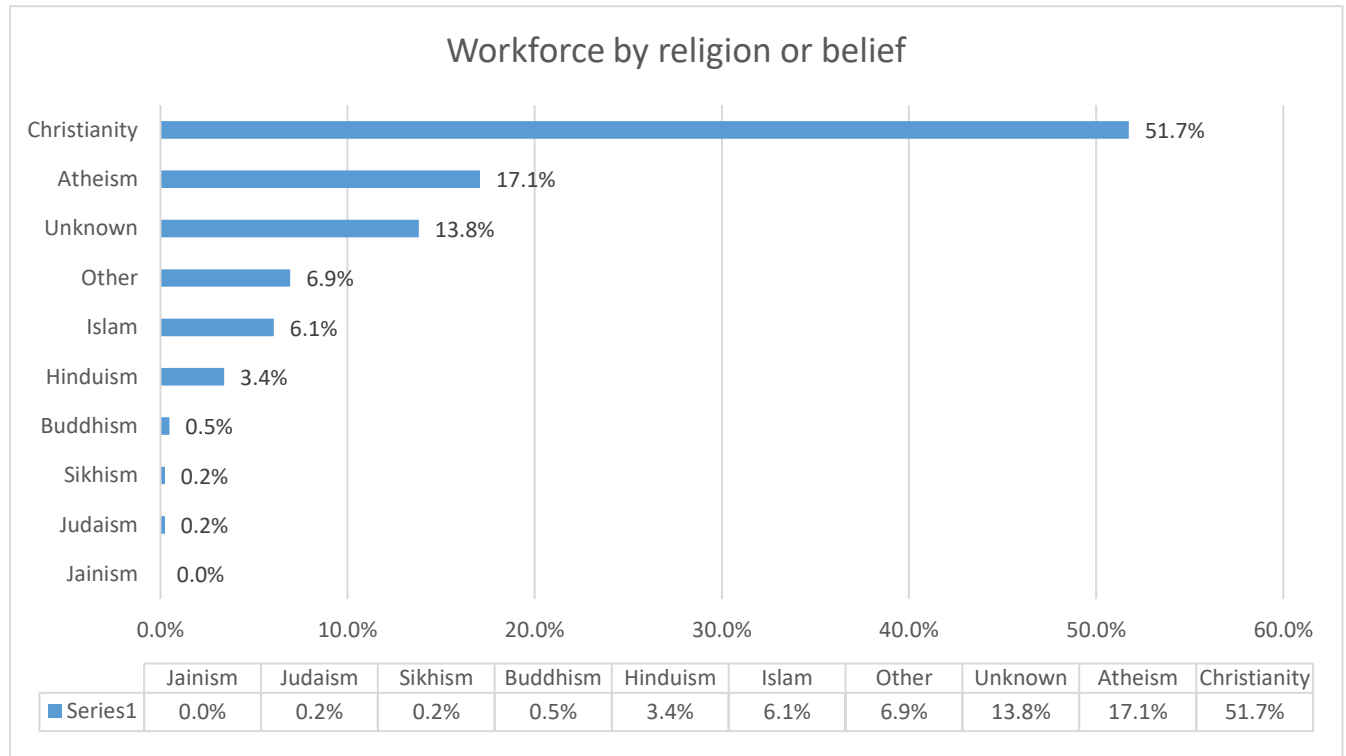


Figure 10: Distribution of workforce by religion or belief

3. Recruitment Data

Recruitment data is provided for vacancies held in the Trust's recruitment system (Trac jobs) over a 12-month period. The following fields are provided:

- Number of applications
- Percentage of applications by relevant protected characteristic
- The number of candidates interviewed, and proportion of candidates interviewed as a percentage of applications
- The number of offers by relevant protected characteristic, and the proportion of offers made as a percentage of candidates interviewed.

In total there were 47,700 applicants of whom 5,393 were shortlisted for interview and 985 successful candidates were successfully appointed.

The following analysis shows the applications, shortlisting and successful appointments stratified by protected characteristics.

Age

Age	Applications	% of all applications	Interviewed	Proportion of applicants interviewed	Appointed	% of interviewed appointed
Under 20	482	1.0%	73	15.1%	23	31.5%
20 - 24	5518	11.6%	595	10.8%	178	29.9%
25 - 29	14740	30.9%	1199	8.1%	189	15.8%
30 - 34	10885	22.8%	1097	10.1%	160	14.6%
35 - 39	7130	14.9%	912	12.8%	148	16.2%
40 - 44	4107	8.6%	561	13.7%	94	16.8%
45 - 49	2483	5.2%	427	17.2%	78	18.3%
50 - 54	1270	2.7%	247	19.4%	49	19.8%
55 - 59	640	1.3%	152	23.8%	35	23.0%
60 - 64	367	0.8%	109	29.7%	24	22.0%
65+	76	0.2%	20	26.3%	7	35.0%
Not stated	2	0.0%	1	50.0%	0	0.0%
Total	47700	100.0%	5393	11.3%	985	18.3%

In total there were 47,700 applicants, of who 5,393 were shortlisted for interview, and 985 successful candidates were successfully appointed. The overall rate of shortlisting from application was 11.3%. The groups less likely to be shortlisted came from the 25-29 age brackets, in spite of them making up larger proportions of applicants. Older applicants were generally more likely to be shortlisted.

Sex

Sex	Applications	% of all applications	Interviewed	Proportion of applicants interviewed	Appointed	% of interviewed appointed
Male	16794	35.2%	1744	10.4%	245	14.0%
Female	30758	64.5%	3616	11.8%	739	20.4%
I do not wish to disclose	148	0.3%	33	22.3%	1	3.0%
Not stated	0	0.0%	0	0	-	-
Total	47700	100.0%	5393	11.3%	985	18.3%

Women make up the majority of applications, although not quite to the same proportionate composition of the Trust workforce. Women were slightly more likely to be shortlisted than men. In terms of appointment outcomes, women were more likely to be appointed from a shortlist compared to men.

Ethnicity

Ethnicity	Applications	% of all applications	Interviewed	Proportion of applicants interviewed	Appointed	% of interviewed appointed
White	7455	15.6%	1658	22.2%	547	33.0%
Asian/Asian British	19357	40.6%	1670	8.6%	200	12.0%
Black/Black British	16739	35.1%	1541	9.2%	121	7.9%
Mixed Heritage	1381	2.9%	195	14.1%	28	14.4%
Chinese	302	0.6%	36	11.9%	13	36.1%
Other	1696	3.6%	163	9.6%	19	11.7%
Unknown	770	1.6%	130	16.9%	57	43.8%
Total	47700	100.0%	5393	11.3%	985	18.3%

In the Stockport 2021 Census, Black, Asian and other Minority ethnic groups account for 12.6% of the population. However, 75% of applications made to the Trust identify as either Asian/Asian British, or Black/Black British compared with 15% from White backgrounds, and other heritage classifications combined making up less than 9%.

White candidates were more likely to be shortlisted for interview, compared to BAME applicants. White candidates were also more likely to be appointed from a shortlist.

From interview to shortlist, there was little difference in the successful outcomes for each ethnic minority group, although Black candidates were the least likely to be appointed from a shortlist.

The Code of Practice for International Recruitment was updated on 2nd August 2022. With this update, rules were strengthened regarding the recruitment of individuals from red and amber list countries via different recruitment models. NHS Trusts and collaboratives are no longer able to recruit direct applicants from these countries on behalf of other NHS Trusts. This is likely to have contributed to an increase in **direct** applications from overseas candidates, in part leading to the increase in the number of Black/Black British and Asian/Asian British candidates.

The 2024/5 pay uplift for Agenda for Change (AfC) Staff increased the entry-point Band 3 salary which now exceeds the minimum salary requirement for sponsorship via the skilled worker route. Whilst other criteria must also be satisfied, this has significantly increased the volume of roles across the NHS, for which overseas candidates requiring sponsorship can apply.

To ensure a fair recruitment process, we have produced updated guidance for managers on the requirement to shortlist and interview candidates without bias related to a candidates Visa status or requirement for sponsorship. An analysis of Black/Black British applicants has confirmed that a significant number of this applicant group are from those countries referenced above, rather than domestic Black/Black British candidates.

Disability

Disabled	Applications	% of all applications	Interviewed	Proportion of applicants interviewed	Appointed	% of interviewed appointed
Non-Disabled	45235	94.8%	4915	10.9%	848	17.3%
Disabled	1945	4.1%	387	19.9%	63	16.3%
I do not wish to disclose	417	0.9%	76	18.2%	17	22.4%
Not stated	103	0.2%	15	14.6%	-	-
Total	47700	100.0%	5393	11.3%	985	18.3%

Disabled people make up 4.1 % of the applications. Disabled applicants are significantly more likely to be shortlisted than non-disabled applicants. This is a result of the guaranteed interview scheme throughout the Government's Disability Confident scheme. There is no significant difference in the appointment from interview between disabled and non-disabled candidates.

Sexual Orientation

Sexual orientation	Applications	% of all applications	Interviewed	Proportion of applicants interviewed	Appointed	% of interviewed appointed
Heterosexual	44810	93.9%	4992	11.1%	851	17.0%
Lesbian and Gay	480	1.0%	85	17.7%	17	20.0%
Bisexual	717	1.5%	102	14.2%	27	26.5%
Unknown	1693	3.5%	214	12.6%	90	18.3%
Total	47700	100.0%	5393	11.3%	985	18.3%

Over the last year the proportion of LGB applicants has reduced to 2.5%, below the 3.3% 2021 Census data. However, Lesbian, Gay and Bisexual applicants were significantly more likely to be shortlisted for interview than heterosexual applicants, and lesbian and gay candidates had a slightly higher rate of successful outcome compared to heterosexual candidates.

Religion or Belief

Religion or belief	Applications	% of all applications	Interviewed	Proportion of applicants interviewed	Appointed	% of interviewed appointed
Atheism	2916	6.1%	609	20.9%	216	35.5%
Buddhism	723	1.5%	50	6.9%	3	6.0%
Christianity	24543	51.5%	2833	11.5%	435	15.4%
Hinduism	6118	12.8%	405	6.6%	49	12.1%
Islam	9147	19.2%	815	8.9%	73	9.0%
Jainism	17	0.0%	0	0.0%	0	-
Judaism	27	0.1%	11	40.7%	3	27.3%
Sikhism	169	0.4%	14	8.3%	2	14.3%

Other	1421	3.0%	232	16.3%	76	32.8%
Unknown	2619	5.5%	424	31.5%	128	30.2%
Total	47700	100.0%	5393	11.3%	985	18.3%

The overall rate of shortlisting is 11.3%. Those groups with a higher chance of being shortlisted include Jewish, Atheists and those unknown (although the numbers of Jewish and Sikh applicants are small). At appointment, Atheists, Christians and Hindu applicants had a higher rate of appointment.

4. Staff Leavers and Turnover

Age

The table below shows the number of employees within each age bracket, the number of leavers in the same age brackets, and the staff turnover for each group. The overall annual staff turnover for the Trust was calculated at 12.2%, compared to 13.6% in the previous year.

The rate of staff turnover is highest amongst the youngest age groups and the 66-70 age group, the former recognises the level of career mobility within these age groups, and the latter retirement.

Age	No of Staff	Leavers	Turnover
<=20 Years	41	11	26.8%
21-25	346	69	19.9%
26-30	576	102	17.7%
31-35	840	80	9.5%
36-40	1017	96	9.4%
41-45	748	77	10.3%
46-50	771	44	5.7%
51-55	711	65	9.1%
56-60	703	104	14.8%
61-65	507	85	16.8%
66-70	111	40	36.0%
>=71 Years	31	7	22.6%
TOTAL	6402	780	12.2%

Sex

The table below shows the number of men and women employed by the Trust and the number of leavers and staff turnover. There is no material significant difference in the rate of turnover between men and women.

Sex	No. of Staff	Leavers	Turnover
Women	4920	586	11.9%
Men	1482	194	13.1%
TOTAL	6402	780	12.2%

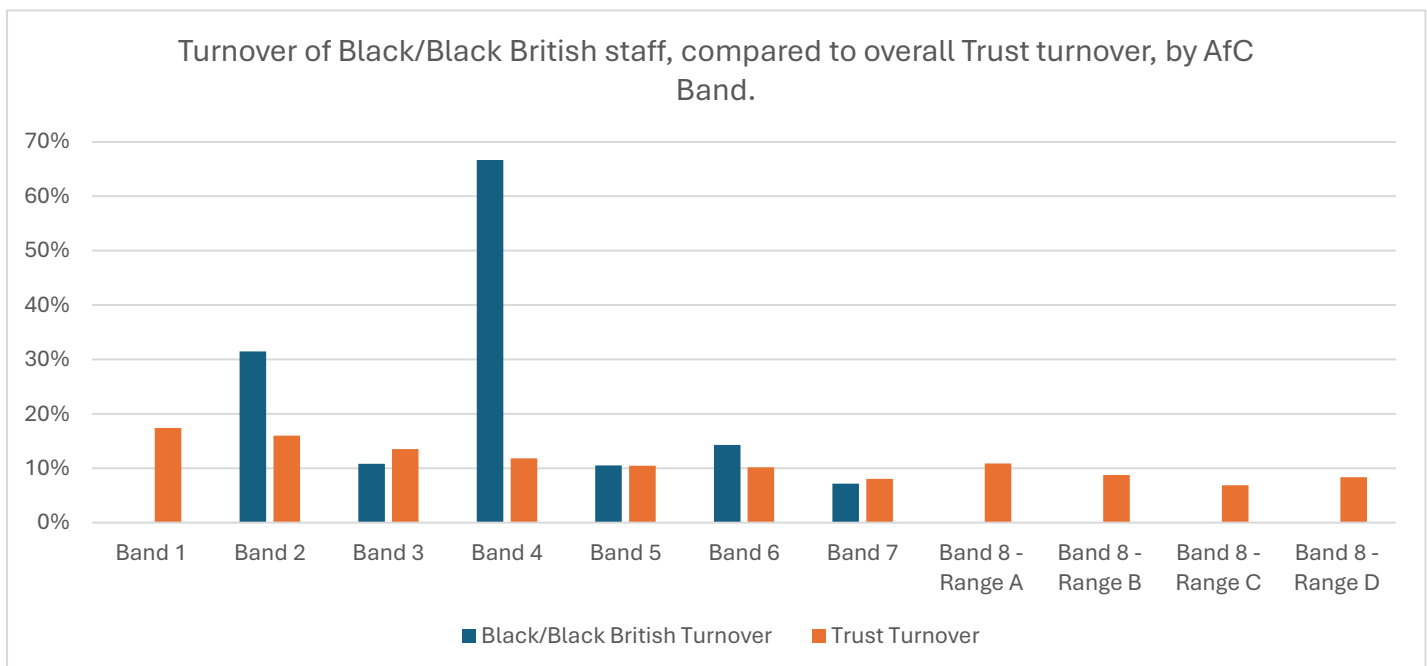
Ethnicity

The table below shows the workforce by ethnicity, number of leavers and rate of staff turnover by group.

Ethnicity	No of Staff	Leavers	Turnover
Asian/Asian British	1097	118	10.8%
Black/Black British	485	85	17.5%
Chinese	52	5	9.6%
Mixed Heritage	123	20	16.3%
Other ethnic group	140	15	10.7%
Unknown	113	19	16.8%
White	4392	518	11.8%
TOTAL	6402	780	12.2%

The rate of turnover of staff from Black/Black British and Mixed heritage (although numbers of mixed heritage leavers is small) were the highest, whereas the turnover rate for Chinese staff was the lowest.

The chart below shows turnover of Black/Black British staff, compared to overall Trust turnover, by AfC Band.



Whilst the chart shows a higher proportion of Black/Black British leavers at Band 4, it should be noted that there were 4 leavers from a total of 6 staff.

At Band 2, the proportion of Black/Black British leavers was higher than the Trust overall.

By examining the reasons for leaving for Black/Black British staff (at band 4):

- 0% of Black/Black British staff left because of capability dismissal, compared to 12% of white colleagues in the same banding.

- 15% of Black/Black British staff gave promotion as the reason for leaving compared to 3% of comparable white staff.
- 22.5% of Black/Black British staff gave relocation as the reason for leaving compared to 5% of comparable white staff, and
- 12.5% of Black/Black British staff gave work life balance as the reason for leaving compared with 14.1% of comparable white staff.

Relocation, therefore represents 4.5 times higher a reason, given by Black/Black British staff, compared to White staff.

Disability

The table below shows the number of disabled staff, disabled leavers and turnover rate.

Disability	No of Staff	Leavers	Turnover
Not disabled	5556	663	11.9%
Disabled	435	71	16.3%
Unknown	411	46	11.2%
TOTAL	6402	780	12.2%

The turnover rate for disabled staff was higher than that for non-disabled staff, at 16.3% compared to 11.9% for non-disabled staff.

Sexual Orientation

The table below shows all staff by sexual orientation, leavers and turnover rate. The data shows that the turnover rate for LGB staff is higher than that for heterosexual staff (15.7% compared to 12.1%).

Sexual Orientation	No of staff	Leavers	Turnover
Heterosexual	5532	669	12.1%
LGB	191	30	15.7%
Unknown	679	81	11.9%
TOTAL	6402	780	12.2%

Religion or Belief

The table below shows the workforce by religion or belief, number of leavers and rate of staff turnover by group.

Religion	No of staff	No of leavers	Turnover
Atheism	1093	116	10.6%
Buddhism	31	1	3.2%
Christianity	3313	401	12.1%
Hinduism	218	35	16.1%
Islam	388	68	17.5%
Jainism	1	0	0.0%
Judaism	15	3	20.0%
Sikhism	444	56	12.6%
Other	15	1	6.7%

Unknown	884	99	11.2%
TOTAL	6402	780	12.2%

The highest rate for turnover is for Jewish and Muslim colleagues (although the number of Jewish staff is small).

5 Career Progression

Career progression is not routinely recorded in ESR. In order to establish potential barriers within career progression, a comparison has been undertaken of colleagues' AfC at the start and at the end of the reporting period. Any difference in the AfC banding represents a proxy for career progression.

Ethnicity.

A total of 340 promotions/progressions were identified as a result of the analysis. Of those 30% were colleagues from BAME backgrounds, compared to 29.6% of the workforce.

	No of promotions	% promotions	% staff
BME	102	30	29.60%
Not Stated	3	1%	1.80%
White	234	69%	68.60%

The table below shows the individual proportions by each AfC band. The band references the band promoted into by the end of the reporting period.

Promoted to (AfC Band)	BME	White	Total	% BME	% White
Band 2	1	1	2	50%	50%
Band 3	40	48	88	45%	55%
Band 4	4	32	36	11%	89%
Band 5	17	27	44	39%	61%
Band 6	31	64	95	33%	67%
Band 7	8	44	52	15%	85%
Band 8A	2	14	16	13%	88%
Band 8B	0	3	3	0%	100%
Band 9	0	1	1	0%	100%

The highlighted cells show where the proportion of BAME staff who are promoted is significantly lower than the proportion of BAME staff in the workforce.

Disability

The table below shows the proportion of disabled/non disabled colleagues who were promoted in the reporting period. 6.8% of the workforce are disabled. The highlighted cells show where the proportion of the promotions are significantly lower than the disabled workforce.

Promoted to (AfC Band)	Not disabled	Disabled
Band 2	100%	0.0%
Band 3	90%	6.8%

Band 4	92%	5.6%
Band 5	93%	6.7%
Band 6	84%	9.4%
Band 7	91%	3.8%
Band 8A	94%	6.3%
Band 8B	100%	0.0%
Band 8C	100%	0.0%

This data will be used to shape and drive the work of the joint career progression task group, ensuring that the direction of the group focuses on the particular barriers to career progression.

6. EDI Activity During the Monitoring Period

In the last 12 months, we have had a specific focus on the following areas to help accelerate the progress of our EDI journey:

Inclusive recruitment

Progressing the work across our collaboration we have:

- Created stronger links with local community groups and are continuing to enhance our reach around recruitment. Recent activity has included:
 - Attendance at Job Centre Plus events and recruitment fairs.
 - Delivery of a Trust-wide recruitment day, where 2000 people from the local community registered to attend.
 - Continuing to work with Pure Innovations to provide application and interview support to their supported interns.
 - Developed our social media presence, through collaboration with Tameside and Glossop NHS FT. We have increased our Facebook following from 75 to 260 – a 246% increase – with 21 community groups being joined so far.
 - Included in all adverts contain a paragraph to state that shorter applications or alternative application methods are available upon request.
 - Met with Disability Stockport & DWP and we plan to promote our vacancies directly at their events. The first of which we attended in May. These events help us to encourage marginalised groups into employment/volunteering at the Trust.

We have developed a process of providing interview details including an overview of interview questions from recruiting managers in order to supply these to candidates in advance of their interview continues. We are requesting feedback in the form of an online questionnaire from both recruitment managers and all interviewed candidates to measure whether this initiative has been successful and what adjustments may need to be implemented.

Becoming an anti-racist organisation

- Building on the success of our Bronze award last year, we have ensured that anti-racism is a central theme in the development of our joint EDI strategy, including commitments around anti-racism training, and incorporating actions into the new strategy, to progress our ambitions for Silver.

Understanding the lived experience of our colleagues

Recognising that the staff survey data provides us with largely quantitative data in relation to the lived experience of our colleagues, we have:

- Continue to deliver the Trust's Big Conversation Programme to elicit additional information about the lived experience of our colleagues. This is triangulated with data from the staff survey, FTSU reports and other workforce metrics.
- We have used an extensive consultation in the development of our joint EDI strategy to take into account the views of colleagues across both organisations, in relation to equality, diversity and inclusion.
- We have combined a number of our staff networks across both organisations, recognising that the challenges faced are often similar.

Career progression

Recognising the career progression remains an area of inequality that requires addressing, we have:

- Reinvigorated the Career Progression Task Group to add additional pace to this element of our work and widened the group's membership to include divisional colleagues
- Analysed data insights relating to career progressions to help us understand where our efforts need to be directed to make the greatest impact.
- Developed a proposal to run a Mentoring Scheme Pilot and trained our internal pool of qualified coaches to provide career coaching support.
- Developed an offer of a leadership development program for ethnic minority colleagues, to be launched in the Spring.

Bullying and harassment

Recognising that sadly some individuals are on the receiving end of unacceptable behaviour and the negative impact that has on them and others, we have:

- Launched the Trust's refreshed values and behaviours – Compassion, Accountability, Respect and Excellence – and embedding them into everything we do.
- Delivered a pilot training programme, 'Responding to a First Disclosure' half-day training sessions and sexual harassment in the workplace sessions.
- Reviewed our internal conduct process, which incorporates learning from an internal review, peer review and insights from legal services. This is a collaborative development with Tameside and Glossop NHS FT.
- Appointed FTSU champions to support the work of the FTSU Guardian.

Developing our new strategy

Throughout the Summer 2025, a consultation exercise was run across both Trusts, the results of which were reported to the August meeting of the Combined EDI Steering Group.

Bringing together the consultation responses, and the requirements of EDI local and national standards, a draft set of key corporate priorities/actions have been provided. The priorities within the strategy were also mapped to the Trust C.A.R.E values.

Drop-in sessions were held in November/December to engage with Divisional Operations Directors within the Clinical Divisions and Estates & Facilities Division. At these sessions:

- Draft objectives were discussed, and either agreed or amended.
- Timelines for completion were agreed.
- Divisional leads for each action were established.

The finalised Year 1 objectives were presented to People Performance Committee in January 2026 for approval.

Objectives will continue to evolve, with new priorities developed in alignment with workforce data insights and staff feedback, including findings from the annual NHS staff survey.

The joint strategy was approved by both trust Boards in November/December 2025, with a subsequent approval of the revised Divisional objectives.

Violence and aggression

A communication plan for unwanted behaviour including Violence & Aggression has been implemented. This will further reinforce the importance of reporting, confirm the support available for staff, and encourage completion of the checklist.

In respect of Trust values and behaviours it is relevant to note that phase two of the Civility Saves Lives (CSL) Programme, the 'Having the conversation' workshops are currently taking place. This will support staff when dealing with inappropriate behaviour.

The Trust launched the sexual misconduct policy in May 2025 which is supported by an anonymous reporting tool for all unwanted behaviours. The communication plan as above has underlined the zero-tolerance stance on unwanted behaviours (including of a sexual nature) and encourages reporting, providing an additional anonymous option for staff.