



A care system support organisation



NECS Workforce Race Equality Standard

2025



The Workforce Race Equality Standard (WRES)

Background and context

- Following the Snowy White Peaks Report by Professor Roger Kline in 2014, the NHS Equality and Diversity Council announced on 31 July 2014 that it had agreed action to ensure employees from black, and minority ethnic (BME) backgrounds had equal access to career opportunities and received fair treatment in the workplace.
- The Workforce Race Equality Standards (WRES) was introduced in the NHS in April 2015 to review and close gaps in workplace inequalities between Black, Asian and Minority Ethnic (BAME) and White colleagues.
- Best practice dictates that all NHS organisations should implement the WRES in an open and transparent way to demonstrate how they are addressing race equality issues.



The Workforce Race Equality Standard (WRES)

Introduction

- NECS has a clear ambition to advance our commitment to equality, diversity, and inclusion – ensuring that all our people have fair access to opportunities and support
- Whilst there is no mandatory requirement for CSUs to undertake the WRES, NECS are committed to monitoring and analysing our data against the WRES indicators to ensure openness and transparency
- NECS have completed a WRES report since 2016 with the aim of making improvements against the 9 indicators and continue to do so in demonstration of addressing any race equality concerns
- Contextually, it is important to reference the considerable organisational change that has been underway for approximately 2 years prior to the data selection date

Key Findings



Indicators 1 - 4

- As of 31 March 2025
 - 13.5% of NECS workforce (170 individuals) are from ethnically diverse groups (black & minority ethnic)
 - 83% of the workforce are white (1043 individuals)
 - 3.5% have an undisclosed ethnicity (44)
- The 2024/25 data shows a marginal 2% increase in colleagues from ethnically diverse groups since 2023/24, all within Bands 2-8b
- White applicants were significantly more likely to be appointed from shortlisting than ethnically diverse applicants (4.16). This represents a 1.49 change from 2023/24 (2.67)
- Ethnically diverse applicants were less likely (0.88) to enter the formal disciplinary process than white applicants. This shows a positive change from 2023 where ethnically diverse colleagues were 0.99 times **more likely** to enter the disciplinary process. This is the 3rd consecutive year showing improvement
- In 2024/25, the likelihood of ethnically diverse colleagues accessing non-mandatory training and CPD is almost equal (1.01) to white colleagues – this shows no change to 2023/24

Key Findings



Indicators 5 - 9

- The percentage of colleagues from ethnically diverse groups reporting experiencing harassment, bullying, or abuse from **patients, relatives or the public** has reduced, whilst white colleagues have reported a minor increase
- The percentage of both ethnically diverse and white colleagues experiencing harassment, bullying, or abuse from *colleagues* has reduced. Whilst there has been a minor reduction for white colleagues, this is larger for colleagues from ethnically diverse groups
- The percentages for colleagues from white and ethnically diverse groups believing the organisation provides equal opportunities for career progression have both fallen, although this is marginal for colleagues who are ethnically diverse, their reported numbers are lower than white colleagues
- There has been a minor increase in the number of white colleagues reporting experiencing discrimination from a manager/ team leader or colleagues however there has been a significant change (more than 50% *decrease*) in colleagues from ethnically diverse groups reporting discrimination



WRES Indicators

Indicator	Workforce Indicators – For each of these 4 workforce indicators, data from white and BME colleagues are compared
1	Percentage of staff in each of the AfC bands 1-9 and VSM (including exec. Board members) compared with the percentage in the overall workforce. Note – Organisations should undertake this calculation separately for clinical and non-clinical staff
2	Relative likelihood of staff being appointed from shortlisting across all posts
3	Relative likelihood of staff entering formal disciplinary process, as measured by entry into a formal disciplinary investigation
4	Relative likelihood of staff accessing non-mandatory training and CPD
	National NHS Staff Survey Indicators – For each of the 4 staff survey indicators, the outcomes of the responses are compared for white and BME colleagues
5	Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives, or the public in the last 12 months
6	Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months
7	Percentage of staff believing that the trust (organisation) provides equal opportunities for career progression/promotion
8	In the last 12 months, have you personally experienced discrimination at work from any of the following: Manager/team leader or other colleagues
	Board Representation Indicator – For this indicator, the difference for white and BME staff is compared
9	Percentage difference between the organisation's Board voting membership and its overall workforce. Note – only voting members of the Board should be included when considering this indicator



WRES Indicator 1: Overall breakdown of workforce data

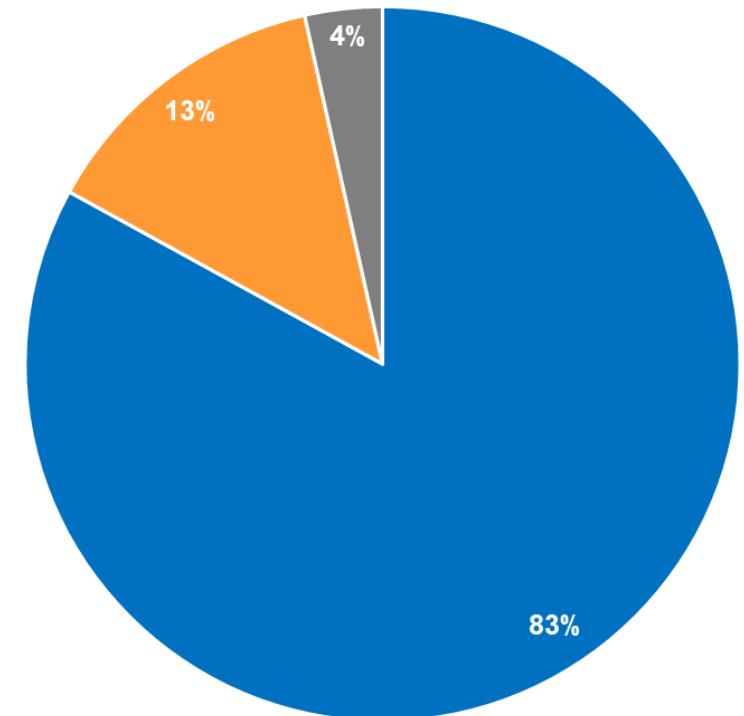
Ethnicity comparison for: Percentage of staff in each of the AfC bands 1-9 and VSM (including Exec. Board members) compared with the percentage in the overall workforce

The percentage of colleagues from ethnically diverse groups is 11.5% which is lower than the population in England and Wales (18.3%, 2021 Census).

	2020/21	2021/22	2022/23	2023/24	2024/25	2024/25 Performance compared with 2023/24 (%)
White	86.4%	87.4%	85.6%	85.6%	83.0%	-2.6
Ethnically diverse groups	7.6%	10.3%	11.5%	11.5%	13.5%	+2.0
Unknown	6.0%	2.3%	2.8%	2.9%	3.5%	+0.6

NECS Workforce Ethnicity Summary

■ White ■ Ethnically diverse groups ■ Unknown



WRES Indicator 1: Overall breakdown of workforce data

Ethnicity comparison for: Percentage of staff in each of the AfC bands 1-9 and VSM (including Exec. Board members), compared with the percentage in the overall workforce

Ethnicity Split for Each Banding Level								
	2023/24				2024/25			
	Bands 1-4	Bands 5-7	Bands 8a-8b	Bands 8c-VSM	Bands 1-4	Bands 5-7	Bands 8a-8b	Bands 8c-VSM
White	82.7%	86.3%	84.1%	92.7%	76.8%	84.0%	83.4%	90.1%
Ethnically diverse groups	13.7%	10.8%	13.7%	4.6%	18.1%	13.1%	14.3%	4.6%
Unknown	3.6%	2.9%	2.2%	2.7%	5.0%	2.9%	2.3%	5.3%

- There has been a slight positive increase (2.0%) in the number of colleagues from ethnically diverse groups in 2024/25, when compared with the previous year
- However, there has also been a slight negative increase (0.6%) in the number of colleagues from an unknown ethnicity since last year, which indicates more colleagues maybe choosing not to share their ethnicity status with us on ESR
- There has been a positive increase in colleagues from ethnically diverse groups in bands 1- 8b, with no change in the percentage of ethnically diverse colleagues in bands 8c-VSM when compared with the previous year
- For colleagues with an unknown ethnicity status, there has been a negative increase in the percentage of colleagues choosing not to share their ethnicity with us for bands 1-4 and bands 8a-VSM, since last year



WRES Indicator 2: Recruitment

Ethnicity comparison for: The Relative likelihood of white candidates compared to ethnically diverse candidates being appointed from shortlisting across all posts

	2023/24			2024/25		
	Shortlisted	Appointed	Relative likelihood of white applicants being appointed	Shortlisted	Appointed	Relative likelihood of white applicants being appointed
Ethnically Diverse Groups	143	18	2.67	563	4	4.16
White	279	94		812	24	
Unknown	14	1		10	15	

There were 43 applicants appointed to roles in 2024/25.

The relative likelihood of white applicants being appointed compared with ethnically diverse applicants is 4.16. This indicates that white candidates are significantly **more likely** to be appointed to a role than ethnically diverse candidates.

In 2023/24 the relative likelihood was 2.67 which shows a negative change.



WRES Indicator 3: Colleagues entering formal disciplinary processes

Ethnicity comparison for: The Relative likelihood of ethnically diverse colleagues entering the formal disciplinary process compared with white colleagues, as measured by entry into a formal disciplinary investigation

- NECS records and monitors all disciplinary cases against the protected characteristics
- Where the number of colleagues entering a formal disciplinary process is 5 or less, NECS will not disclose or publish the information for reporting purposes to maintain confidentiality and anonymity of individuals subject to such processes
- For the period 1st April 2024 to 31st March 2025, 9 colleagues entered a formal disciplinary process across NECS. This has reduced by 11 since 2023/24
- As there are 5 or fewer colleagues who have entered the formal disciplinary process in minority ethnic groups, it is not possible to disclose detailed information
- Analysis of the data shows that colleagues from ethnically diverse groups are less likely than white colleagues to enter a disciplinary process, with a likelihood of 0.88. This has improved since 2023/24, where ethnically diverse colleagues were 0.99 times more likely to enter a disciplinary process than their white counterparts. This is the third consecutive year where there has been an improvement.



WRES Indicator 4: Non-mandatory training and continuous professional development

Ethnicity comparison for: The Relative likelihood of white colleagues compared to ethnically diverse colleagues accessing non-mandatory training and CPD				
	2023/24		2024/25	
	% colleagues accessing non-mandatory training and CPD	Relative likelihood of white colleagues accessing non-mandatory training and CPD compared to colleagues from Ethnically Diverse Groups	% colleagues accessing non-mandatory training and CPD	Relative likelihood of white colleagues accessing non-mandatory training and CPD compared to colleagues from Ethnically Diverse Groups
Ethnically Diverse Groups	160	1.01	143	1.01
White	1210		891	
Unknown	165		29	

There has been a reduction in colleagues from an undisclosed ethnicity status accessing training in 2024/25. 10.7% of colleagues accessing training in 2023/24 chose not to share their ethnicity status, this fell to 2.7% in 2024/25.

In 2024/25, the likelihood of ethnically diverse colleagues accessing non-mandatory training and CPD is almost equally likely (1.01) to white colleagues. This is the same as 2023/24 (1.01), where the likelihood was almost equal for ethnically diverse colleagues and white colleagues accessing non-mandatory training and CPD.

A likelihood of 1.00 would indicate that there is an equal likelihood of ethnically diverse groups and white colleagues accessing training. However, a good range is between 0.85 and 1.5 in terms of likelihood.



WRES Indicators 5-8: Staff survey questions

Ethnicity comparison for: Percentage of colleagues that said “YES” to the WRES questions in the 2024 Staff Survey and a comparison with the 2023 results

Staff Survey indicator (WRES)	Ethnic Group	Survey results	
		2023	2024
Indicator 5 - Percentage of colleagues experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	White	3.1%	3.5%
	Ethnically Diverse Groups	2.9%	1.4%
Indicator 6 - Percentage of colleagues experiencing harassment, bullying or abuse from colleagues in last 12 months	White	12.1%	11.6%
	Ethnically Diverse Groups	13.1%	9.9%
Indicator 7 - Percentage believing that trust provides equal opportunities for career progression or promotion	White	68.1%	60.3%
	Ethnically Diverse Groups	54.7%	53.5%
Indicator 8 - In the last 12 months have you personally experienced discrimination at work from Manager/team leader or other Colleagues?	White	4.4%	5.1%
	Ethnically Diverse Groups	10.8%	4.2%

- In 2024/25, performance against the staff survey indicators has been somewhat positive with improvements in experience for: Both white and ethnically diverse colleagues on:
 - Indicator 6For ethnically diverse colleagues on:
 - Indicator 5 and
 - Indicator 8
- There has been a decrease in the percentage of both white and ethnically diverse colleagues reporting they believe the organisation provides equal opportunities for career progression or promotion.
- The % decrease for white colleagues is greater than the decrease for ethnically diverse groups, which is marginal, however fewer ethnically diverse colleagues than white colleagues believe in equal opportunities for career progression or promotion. The numbers are higher than those of the national Trust data (48.8% BME colleagues/ 59.4% white colleagues)
- There has been an increase in the number of white colleagues experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months, and personally experiencing discrimination from a manager/team leader or other colleague over the last 12 months



WRES Indicator 9: Board Membership Representation

Ethnicity comparison for: Percentage difference between organisations' Board (Exec team) membership and its overall workforce								
Board Membership								
	2023/24				2024/25			
	White	Ethnically Diverse Groups	Unknown	Total	White	Ethnically Diverse Groups	Unknown	Total
Count	5	1	0	6	5	0	0	5
Percentage	83.3%	16.7%	0.0%		100.0%	0.0%	0.0%	
No. of colleagues in Workforce								
	2023/24				2024/25			
	White	Ethnically Diverse Groups	Unknown	Total	White	Ethnically Diverse Groups	Unknown	Total
Count	1600	215	54	1869	1048	170	44	1262
Percentage	85.6%	11.5%	2.9%		83.0%	13.5%	3.5%	

There has been a reduction in the Board diversity since 2023/24, and the board ethnicity profile is now 100% white.

While board membership was largely representative of the workforce ethnicity demographics in 2023/2024, in 2024/25 colleagues from ethnically diverse groups are underrepresented.

All board members have shared their ethnicity data.



Summary and Next Steps



What we have done well

- We have seen a 2% increase in the number of colleagues from ethnically diverse groups since 2024.
 - In 2024/25, our people comprised 13.5% colleagues from ethnically diverse groups. There has also been positive increases in the number of ethnically diverse colleagues in bands 1-4 (+4.4%), bands 5-7 (+2.3%), and bands 8a-8b (+0.6%).
- For the 3rd consecutive year there has been an improvement in the likelihood of ethnically diverse colleagues entering a formal disciplinary process when compared with white colleagues.
- There is an almost equal likelihood of white and ethnically diverse colleagues accessing non-mandatory training and CPD (1.01) A likelihood of 1 would indicate colleagues are equally likely.
 - This figure hasn't changed since the previous year
- There have been some improvements in bullying, harassment, and abuse from patients & relatives, and colleagues, in addition to discrimination by managers.



Where we need to improve

- Our organisation is not representative of the population we serve
 - The percentage of colleagues from ethnically diverse groups (13.5%) is lower than the population in England and Wales (18.3%, 2021 Census).
- There has been a 0.6% increase in the number of colleagues of an unknown ethnicity status
 - This is seen across all bands but most prevalently across bands 8c-VSM where the increase is 2.6%
- White candidates are significantly more likely to be appointed to a role than ethnically diverse groups
 - The relative likelihood of white candidates being appointed compared with ethnically diverse candidates has worsened by 1.49 to 4.16.



Where we need to improve

- There has been an increase (+0.4%) in the percentage of white colleagues saying they have experienced harassment, bullying or abuse from patients, relatives or the public in last 12 months
- There has been a reduction in the percentage of white (-7.8%) and ethnically diverse groups (-1.2%), saying they believe the organisation offers equal opportunities for career progression or promotion.
 - In addition, the percentage of colleagues from ethnically diverse groups saying they believe this is 6.8% lower than the percentage of white colleagues
- There has been an increase (+0.6%) in the percentage of white colleagues who have said they have personally experienced discrimination at work from their Manager/team leader or other Colleagues
- There has been a reduction in the Board diversity since 2024
 - The board ethnicity profile is now 100% white



Actions for 2025/26

In 2025/26 it's important to contextualise as the organisation is undertaking significant changes as it moves towards closure. There will be an ongoing focus on ensuring colleagues who are ethnically diverse have an equitable experience to those who are white through the following actions which are embedded in the EDI Strategy for 2025/26.

- Increase training and development opportunities accessible to all colleagues using NHS Elect
- Share information quarterly on why equality information is gathered, who has access to it, and how to update it, to try and ensure all colleagues' ethnicity status is recorded
- Ensure 'Inclusive Recruitment and Unconscious Bias' training is available for all colleagues, and it is a requirement for managers undertaking interviewing as part of recruitment or a management of change process
- Identify and deliver targeted training for Executive and senior leaders on anti-racism and become an anti-racist employer
- Ensure the organisational culture is aligned to the values to reduce bullying, harassment, and abuse from colleagues and managers through;
 - Confirming colleagues have had a quality appraisal which has clear behavioural objectives built around our values
 - Developing consistent management behaviour through management training
 - Psychological safety is embedded so colleagues feel able to speak up and challenge inappropriate behaviour, or have clear and accessible outlets of escalation such as the Freedom to Speak up Guardian
 - Support options being available to people to help them maintain their own wellbeing and resilience during organisational change and uncertainty