Outstanding Care,
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NHS
Sherwood Forest Hospitals
NHS Foundation Trust

Workforce Race Equality Standard Report

2025-2026









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Introduction

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 2026/27 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 2026 and the staff survey data is from the NHS Staff Survey results from the survey that was undertaken in 2025. 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 20% 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 2026

WRES Metric	2025	2026	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)	19.8%	20.7%	We continue to see increases in ethnic minority representation in our overall workforce. This year, the most notable increase has been seen in clinical (non-medical) roles.
2. Relative likelihood of staff being appointed from shortlisting across all posts. (Workforce Data)	0.87	0.94	Positive performance for this indicator has been noted again this year (a figure above 1.0 would indicate that White candidates are more likely to be appointed into roles). This provides evidence of 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)	0.24	0.57	Our result for this indicator has increased compared to last year due to an increased number of individuals entering the process. Whilst the data has increased, the figure remaining below 1.0 provides assurance that ethnic minority staff are not more likely to enter this process.
4. Relative likelihood of White staff accessing non-mandatory training and Continued Professional Development (CPD) compared to ethnic minority staff. (Workforce data)	1.00	0.93	The data here has decreased slightly and continues to provide a positive picture 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. (2025 Annual Staff Survey)	31.0%	31.7%	The proportion of ethnic minority staff experiencing bullying and harassment from patients and relatives has increased slight by 0.7% from last year. The experience of White staff also increased by 2.2% increase from 2024. Our results in this area are comparative to the national average where responses to this indicator had increased by 0.53% from 2024.

WRES data from 31st March 2026 continued

WRES Metric	2025	2026	Notes
6. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months. (2025 Annual Staff Survey)	25.8%	27.8%	The proportion of ethnic minority staff experiencing bullying and harassment from other staff has seen an increase from last year but reports from White staff has also increased by 2%. Whilst an increase is disappointing, the increase is not disproportionate for ethnic minority colleagues. Whilst nationally, this is an improving area year-on-year, our result remains above the national average of 15.57%.
7. Percentage believing that trust provides equal opportunities for career progression or promotion. (2025 Annual Staff Survey)	59.6%	48.8%	After two-years of improved results for this indicator, this year, the result has decreased by almost 11%; this result is comparative to White staff's experience where this indicator has reduced by 10% also. Our result this year means the Trust is now slightly below the national average of 49.7%.
8. In the last 12 months have you personally experienced discrimination at work by your line manager/team leader or other colleagues. (2025 Annual Staff Survey)	11.9%	16.1%	After an improvement for this indicator last year, we have seen a 4.2% increase in the 2025 results and whilst results have increased for White staff also, the increase is not comparable (0.6%) and the experience of ethnic minority staff experiencing discrimination is far greater than reported by White staff (5.8%). Our result this year means that the Trust is now above the national average of 13.93%.
9. Percentage difference between the organisations' Board voting membership and its overall workforce. (Workforce Data)	-7.3%	-2.0%	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 has resulted the change to this indicator.

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, 60% of colleagues are from an ethnic minority background and in our consultant workforce 64.7% 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	**2026***	**Actual v Goals**
Band 8a	8	10	8	9	12	13	13	**11**	**Achieved**
Band 8b	3	4	5	6	4	3	3	**2**	**Below goal**
Band 8c	0	0	0	1	1	2	2	**2**	**Achieved**
Band 8d	0	0	1	0	0	0	0	**0**	**Not achieved**
Band 9	0	0	0	0	0	0	0	**1**	**Achieving**
VSM	0	0	0	0	0	0	0	**0**	**Not achieved**
Total	**11**	**14**	**14**	**16**	**17**	**18**	**18**	**17**	

Model Employer Summary

Overall, progress towards the Model Employer aspirational goals is mixed. While total ethnic minority representation in senior leadership (Agenda for Change) has remained stable in recent years, and has always exceeded the aspirational goal total, there are shortfalls within specific bands. In particular, Bands 8b, 8d and VSM have not met the aspirational targets, indicating that representation at some senior levels remains below expectations.

We recognise that the 17 colleagues represent just 5.5% of our senior leaders (305 people in Bands 8a to VSM in total) which is not representative of the number of ethnic minority colleagues overall in the Trust (20.7%).

Acknowledging that our medical roles are well represented, we have further examined our Agenda for Change data (excluding those on medical and dental contracts) to understand ethnic minority representation in these roles. We have 5,584 people in total with 877 colleagues from an ethnic minority background which is 15.7% of the workforce. Our 17 ethnic minority senior leaders represent just 0.3% of the Agenda for Change workforce (and 1.9% of our ethnic minority workforce).

We have then examined middle leader roles (Band 6 and 7) to understand representation within these roles. There are 1461 people in Band 6 and 7 roles and of these, 178 staff have an ethnic minority background; this represents 12.2% of middle leaders and is more aligned to the workforce total of 15.7%.

We reported last year our aspiration to decrease the gap in leadership roles including greater representation in middle leader roles. Having further examined our data from 2025, we can see that representation in middle leader positions has increased this year from 10.6% in 2025 which is encouraging.

While we remain committed to improving representation within leadership roles, current organisational workforce constraints may limit recruitment to some leadership vacancies, which presents an ongoing challenge to accelerating progress.

WRES Action Plan 2025-26 update

Annually, upon completion of our data reporting and following review of the data, we identify a number of key objectives to be taken forward 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. Increase ethnic minority leadership at all levels across the Trust through consideration of positive action, guidance for recruiting managers and reviewing training.	• We updated the text in all job advertisements to reaffirm our commitment to diversity, and to emphasise that we welcome applications from individuals of all ethnic backgrounds. • We are progressing the development of guidance to support recruiting managers in evaluating candidates whose experience includes international practice, with the aim of ensuring this is recognised and valued appropriately. • We have developed new workforce metrics for 2026/27 which will enable us better understand career progression outcomes for participants who take part in our Leadership Development programmes. • A review of recruitment training has been undertaken, providing assurance that bias is appropriately covered within the training content.
2. Reduce the number of colleagues reporting instances of bullying, harassment and abuse from service users and staff through the launch of #NoHateHere.	• We launched our #NoHateHere initiative which is a new EDI workstream within our Violence Reduction and Prevention programme. • Active Bystander Awareness was launched in the Summer. Between June and November, a total of 326 colleagues attended the session. Feedback from participants was very positive and as a result we have developed a delivery programme for 2026/27. • Allyship in Sherwood training has been reviewed to ensure no duplication of content with Active Bystander Awareness and we are now offering the training to teams by request.

3. Ensure aspiring ethnic minority leaders are supported to develop their full potential by promoting coaching offer, designated spaces on leadership and development programme.	• Our Learning and Development team attended our REACH OUT! event in September 2025 to promote leadership development opportunities for staff and to inform of our Coaching offer available Trust-wide.
	• We have introduced the following goals for ethnic minority representation on the Trust's Leadership Management programmes:
	  ○ Leader Fundamentals: 15%
	  ○ Emerging Leaders: 15%
	  ○ Established Leaders: 10%

4. Ensure the voices of our ethnic minority aspiring leaders are heard, and appropriate support is provided for career development.	• All participants on the Emerging and New Leaders and Established Leaders development programmes are supported through a one-to-one meeting following attendance to reflect on their learning and develop a Leadership Development Plan.

WRES Action Plan 2026-27

Objective	Action	Owner	Metric to improve	Date for completion
1. Reduce the number of staff reporting instances of abuse from service users and staff.	Re-launch Trust-wide No Excuse for Abuse initiative	People EDI Lead Violence Reduction and Prevention Working Group People Safety and Wellbeing Working group Communications team	5 and 6	End of Quarter 3
	#NOHATEHERE message to be more visible Trust-wide through service user communication methods	People EDI Lead Violence Reduction and Prevention Working Group People Safety and Wellbeing Working group Communications team	5 and 6	End of Quarter 3
	Launch the #NOHATEHERE support tool to ensure victims of hate abuse are appropriately supported and aggressors managed appropriately.	People EDI Lead Communications team	5 and 6	End of Quarter 3
	Launch Divisional #NOHATEHERE champions to support the embedding of our no hate approach.	People EDI Lead	5 and 6	End of Quarter 3
	Undertake a quarterly review of race-related incidents and outcomes.	People EDI Lead Security Management Specialist Head of Safeguarding	5 and 6	End of Quarter 3

	Seek support from the Chief Executive and Ethnic Minority Executive Sponsor in communicating our no hate approach.	People EDI Lead	5 and 6	End of Quarter 3
	Promote Active Bystander for all staff so inappropriate behaviour can be challenged confidently and safely.	People EDI Lead Divisional People Leads Communications team	5 and 6	Ongoing during Quarters 1-3.
	Support the implementation and embedding of the new NHS Staff Standards in Sherwood particularly the 'Tackling Racism' staff standard.	People EDI Lead Ethnic Minority Staff Network members People Services team	5 and 6	End of Quarter 3
2. Reduce the number of staff experiencing discrimination from line managers and other staff.	Divisional Action Plans to be developed to ensure ownership and accountability for incidents and actions to reduce incidents.	People EDI Lead Associate Director of People (Operations) People Leads	8	End of Quarter 3
	Review the EDI learning within Leadership Development programmes to include a discrimination session.	People EDI Lead People Development team	8	End of Quarter 4
	Develop essential to role Anti-Discrimination training for all Trust managers and leaders.	People EDI Lead People Development team	8	End of Quarter 4
	Reinforce and communicate a clear anti-discrimination stance to include consequences of unacceptable behaviour.	People EDI Lead Communications team.	8	End of Quarter 3
	Increase visibility of the Ethnic Minority Staff Network as a safe and supportive space for staff.	People EDI Lead Staff Network Chair and Co-Chair Communications team	8	End of Quarter 3

3. Address perceptions of equal opportunities for career progression	Develop targeted career development offers for Bands 5-7 and 8a.	People EDI Lead Head of People Development	7	End of Quarter 4
	Undertake a qualitative review through focus groups/listening events with ethnic minority staff to understand barriers to progression and consider actions to take forward based on this review.	People EDI Lead Ethnic Minority Staff Network Chair and Co-Chair	7	End of Quarter 4
	Introduce equality monitoring for the LEO Programme application process to ensure our ethnic minority representation is monitored.	Associate Director for Nursing & AHP Development	7	End of Quarter 3
	Monitor outcomes from leadership development outcomes by ethnicity on a quarterly basis.	People EDI Lead People Information team	7	Ongoing
	Ensure diversity on recruitment panels by recruiting more Inclusive Recruitment Champions through our Staff Networks to sit on panels for middle and senior leadership roles.	People EDI Lead Recruitment Manager Staff Network Chairs	7	End of Quarter 3
	Conduct quarterly audits of recruitment panels for middle and senior roles to provide assurance of diversity on panels.	People Resourcing team	7	First audit during Quarter 4 then ongoing

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

Conclusion

This year's Workforce Race Equality Standard (WRES) report demonstrates continued progress in a number of areas, particularly in the overall representation of ethnic minority colleagues across the Trust, recruitment outcomes and increased middle leader representation. These improvements reflect sustained organisational commitment to Equality, Diversity and Inclusion (EDI) and the positive impact of targeted interventions delivered during 2025/26.

However, the report also highlights areas where further focused action is required. In particular, increases in reports of abuse and discrimination, alongside a decline in perceptions of equal opportunities for career progression indicate that there is more to do to ensure all colleagues experience a consistently inclusive and equitable workplace.

The Trust remains committed to taking meaningful action in response to these findings. The 2026/27 WRES action plan sets out clear, targeted interventions aimed at addressing these challenges, with a strong focus on improving staff experience, strengthening leadership accountability, and embedding a culture of belonging across all levels of the organisation.

The Trust notes the publication of the Lord Mann Review on 4 June 2026, which identified persistent and systemic issues relating to antisemitism and racism within the NHS and set out recommendations to strengthen leadership, reporting, accountability, and organisational culture which the Government and NHS England accepted in full. The Trust has developed a comprehensive programme of work to ensure alignment with the national requirements, with actions embedded within the WRES action plan and broader anti-racism priorities. This approach provides a clear framework for delivering the recommendations and monitoring progress.

Through ongoing monitoring, engagement, and delivery of the outlined actions, we remain committed to reducing inequalities and ensuring Sherwood Forest Hospitals is a place where all colleagues feel valued, respected, safe and able to fulfil their potential.