



NHS Frimley
Workforce Race Equality Standard (WRES)
Report and Action Plan
March 2025



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Executive Summary

The Workforce Race Equality Standard (WRES) is designed to identify and address areas of inequality, differences in experience, and the representation of Black, Asian and Minority Ethnic (B.A.M.E.) staff within NHS organisations.

Since its introduction in 2015, national benchmarking data has become available for several of the WRES indicators, enabling organisations to compare their performance with others of a similar size and service profile. The overarching aim of the WRES is to reduce disparity and work towards parity, ensuring there is little or no measurable difference in outcomes and experiences between White and B.A.M.E. staff.

The WRES supports both local and national NHS organisations to:

- Review their data across the nine WRES indicators.
- Develop and publish an Action Plan to improve the workplace experience of B.A.M.E. staff.
- Strengthen representation of B.A.M.E. staff at Board and senior leadership levels.

The WRES applies across the NHS, including Integrated Care Boards (ICBs), providers, and system partners, making it a key tool for driving equity and inclusion.

As an employer, NHS Frimley's responsibilities in relation to WRES are shaped by several statutory requirements and policy drivers, including:

- The NHS Constitution
- The NHS People Promise
- The NHS England Equality, Diversity, and Inclusion (EDI) Workforce Improvement Plan

As a commissioner of NHS services, NHS Frimley ICB is also required to give assurance to NHS England that our providers are implementing WRES effectively and using their WRES outcomes to inform tangible improvements in staff experience and representation.

Our Key Commitments

Through the WRES, NHS Frimley is committed to:

- Reducing disparities in experience and opportunity between White and B.A.M.E. staff.
- Improving representation of B.A.M.E. staff at 8A and above to senior and Board levels.

- Embedding accountability by ensuring providers also act on their WRES results.
- Driving cultural change to create an inclusive, safe, and equitable workplace.

NHS Frimley has continued to make positive steps in the EDI space, and we know that we as an organisation have a lot of work to do in this space.

The NHS Staff Survey 2024 shows there are disparities for our B.A.M.E. staff. Short, medium and long-term action is needed to tackle inequalities in recruitment, career progression, representation at senior and Board level as well as the lived experience of our staff regarding the culture, values and behaviours at NHS Frimley.

The WRES Action Plan was shared with the B.A.M.E. Network and the NHS Frimley EDI Working Group for comments and approved by the Senior Leadership Team. The plan is built on significant feedback and data that has already been provided by our B.A.M.E. staff from our NHS Electronic Staff Records (ESR) and the NHS Frimley annual staff survey (2024).

Our WRES report highlights:

- 25% of our staff from a BAME background compared to 28% of the local population
- For non- clinical roles, BAME colleagues are over-represented in Bands 4 and 5 but under-represented at the higher bands 6-9. We are representative at VSM which is positive.
- We have made progress compared to last year in appointing candidates BAME colleagues, however white staff still likely to be appointed from shortlisting (1.74)
- Staff experiencing harassment and abuse from patients, relatives or public has increased for both BAME and white colleagues
- BAME Staff experiencing harassment and abuse from staff has decreased from the previous year and there is no gap between white and BAME staff.
- BAME Staff experiencing discrimination from managers or colleagues has decreased from last year but there is still a wide gap between white and BAME colleagues
- BAME staff are less likely to believe that the organisation provides equal opportunities for career progression (18%)

Introduction

The NHS Workforce Race Equality Standard (WRES) is a national framework requiring NHS Trusts and Integrated Care Boards (ICBs) to provide data against nine indicators. Addressing inequality for NHS Frimley's Black, Asian and Minority Ethnic (B.A.M.E.) staff is essential to ensuring we support, nurture, and develop our people. By doing so, we enable everyone within NHS Frimley to thrive in a safe, fair, and inclusive environment.

At the time of developing this WRES Action Plan, NHS Frimley ICB—along with many other NHS organisations—is undergoing a period of transition. NHS Frimley ICB will not exist beyond **1st April 2026**. Actions identified in this plan will therefore be carried forward into the successor organisation NHS Thames Valley ICB alongside WRES data from the BOB ICB, helping to shape representation, culture and values of the future organisation. NHS Frimley remain fully committed to creating a workplace that recognises and celebrates the diversity of staff and population, while ensuring equity of opportunity and a safe, supportive culture.

This WRES Action Plan reflects that commitment. It forms an integral part of NHS Frimley's Organisational Development and People Plan, and Equality, Diversity and Inclusion (EDI) Strategy. The data reported covers the period 1 April 2024 to 31 March 2025 and serves as the baseline for developing aims and objectives that drive meaningful progress in race equality across our workforce. The legal duties underpinning the WRES are set out in the Equality Act 2010, which identifies race as one of the nine protected characteristics. The Act places a clear duty on employers to eliminate discrimination, advance equality, and ensure equity of opportunity for B.A.M.E. employees.

WRES Report and Action plan

- Describes where we are now as an ICB, including:
 - Framing our workforce alongside our WRES and Staff Survey results,
 - Identifying our B.A.M.E. Network as an exemplar to other networks and parts of the organisation,
- Provides focus on our key areas of improvement, including:
 - Strengthening accountability for delivery of the WRES Action Plan in NHS Frimley,
 - Considering how we support, nurture, and develop staff within protected characteristic groups,
 - Strengthening and increasing action on tackling workforce inequalities focussed on structural, institutional, and interpersonal change,
- Identifies which actions will be carried forward,
- Sets expectations of our achievements and details our success measurements
- Details how we will achieve these action

The WRES Indicators

| Indicator | Metric |
|-----------|---|
| 1 | Percentage of staff in each of the AfC Bands 1-9 and VSM (including executive Board Members) compared with percentage of staff in the overall workforce. Note: Organisations should undertake this calculation separately for non-clinical and for clinical staff |
| 2 | Relative likelihood of staff being appointed from shortlisting across all posts |
| 3 | Relative likelihood of B.A.M.E. staff entering the formal disciplinary process compared to that of white staff. |
| 4 | Relative likelihood of staff accessing non-mandatory training and CPD |
| | National NHS Staff Survey Indicators |
| 5 | Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the past 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 organisation provides equal opportunities for career progression or promotion |
| 8 | In the last 12 months have you personally experienced discrimination at work from any of the following? - Manager/team leader or colleague |
| 9 | B.A.M.E. Board representation |

NHS Frimley WRES Indicator data from 2022 - 2024

| Indicator | WRES Indicator | | 2022 | 2023 | 2024 |
|-----------|--|------------------------------|--|--|--|
| 1 | Percentage of B.A.M.E. Staff Non-Clinical (total) | B.A.M.E. White Unknown | 22% 69% 8.4% | 21.8% 61.2% 16.9% | 22.8% 68.1% 09.1% |
| 1 | Percentage of B.A.M.E Staff VSM | B.A.M.E. White Unknown | 14.3% 71.4% 14.3% | 13.3% 80.0% 6.7% | 25.0% 66.7% 8.3% |
| 1 | Percentage of B.A.M.E. Staff – Clinical | B.A.M.E. White Unknown | 20% 60% 18% | 26.4% 61.1% 12.5% | 30.0% 61.4% 8.6% |
| 2 | Relative likelihood of white applicants being appointed from shortlisting across all posts compared to B.A.M.E. applicants | | 1.29 | 100 (no B.A.M.E. staff were recruited in 2023) | 1.74 |
| 3 | Relative likelihood of B.A.M.E. staff entering the formal disciplinary process compared to white staff | B.A.M.E. White | 0% 0% | 0% 0% | 0% 0% |
| 4 | Relative likelihood of white staff accessing non-mandatory training and continuous professional development (CPD) compared to B.A.M.E, staff | B.A.M.E. White | Unable to answer this as NHS Frimley does not have a repository which holds all non-mandatory training | Unable to answer this as NHS Frimley does not have a repository which holds all non-mandatory training | Unable to answer this as NHS Frimley does not have a repository which holds all non-mandatory training |
| 5 | Percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in the last 12 months | B.A.M.E. White | 0% 1.1% | 0% 4.6% | 7.8% 6.2% |
| 6 | Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months | B.A.M.E. White | 22.9% 11.4% | 62.8% 12.7% | 15% 15.1% |
| 7 | Percentage of staff believing that NHS Frimley provides equal opportunities for career progression or promotion | B.A.M.E. White | 34.3% 64.8% | 47.4% 59.1% | 45% 63.8% |
| 8 | Percentage of staff personally experiencing discrimination at work from a manager/team leader or other colleague | B.A.M.E. White | 17.1% 2.3% | 35.4% 4.1% | 8.3% 4.0 |
| 9 | B.A.M.E. Board Membership | B.A.M.E. White Unknown | | 11.11% 66.67% 22.22% | 30.77% 61.54% 7.69% |

NHS Frimley as an organisation

NHS Frimley has continued to make positive steps in the EDI space, and we know that we as an organisation have a lot of work to do in this space.

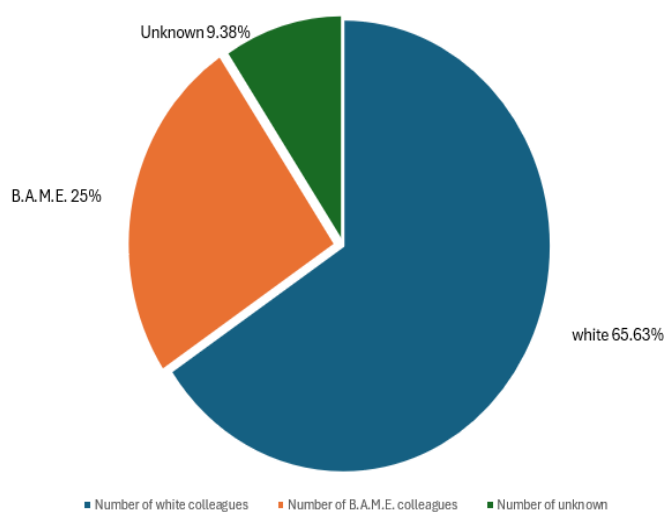
The NHS Staff Survey 2024 shows there are disparities for our B.A.M.E. staff. Short, medium and long-term action is needed to tackle inequalities in recruitment, career progression, representation at senior and Board level as well as the lived experience of our staff regarding the culture, values and behaviours at NHS Frimley.

The WRES Action Plan was shared with the B.A.M.E. Network and the NHS Frimley EDI Working Group for comments and approved by the Senior Leadership Team. The plan is built on significant feedback and data that has already been provided by our B.A.M.E. staff from our NHS Electronic Staff Records (ESR) and the NHS Frimley annual staff survey (2024).

Workforce Data March 2025*

| | | |
|-----------------------------------|-----|--------|
| Number of Staff – NHS Frimley ICB | 448 | 100% |
| Number of white colleagues | 294 | 65.63% |
| Number of B.A.M.E. colleagues | 112 | 25.00% |
| Number of unknown | 42 | 9.38% |

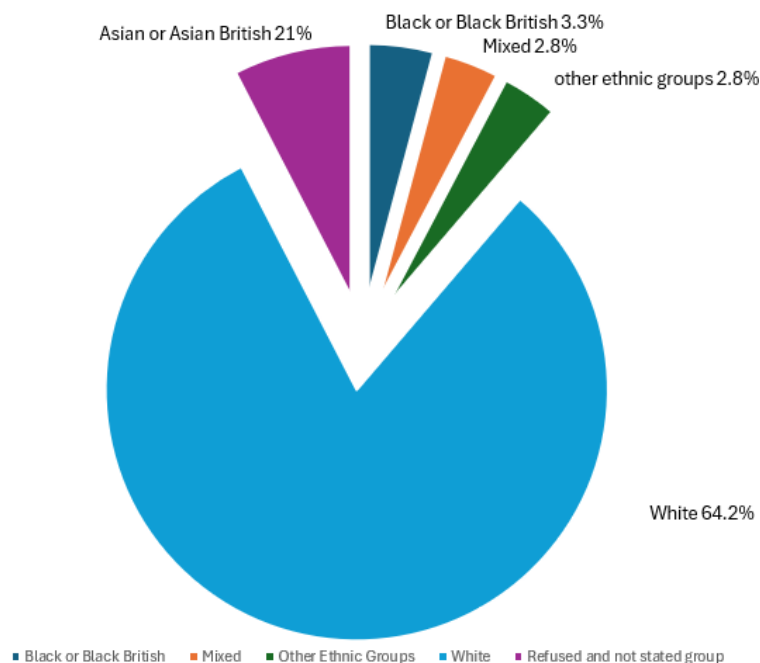
* “Unknown” figures will include staff who prefer their identity to be anonymous, regardless of their racial group.



Frimley's community

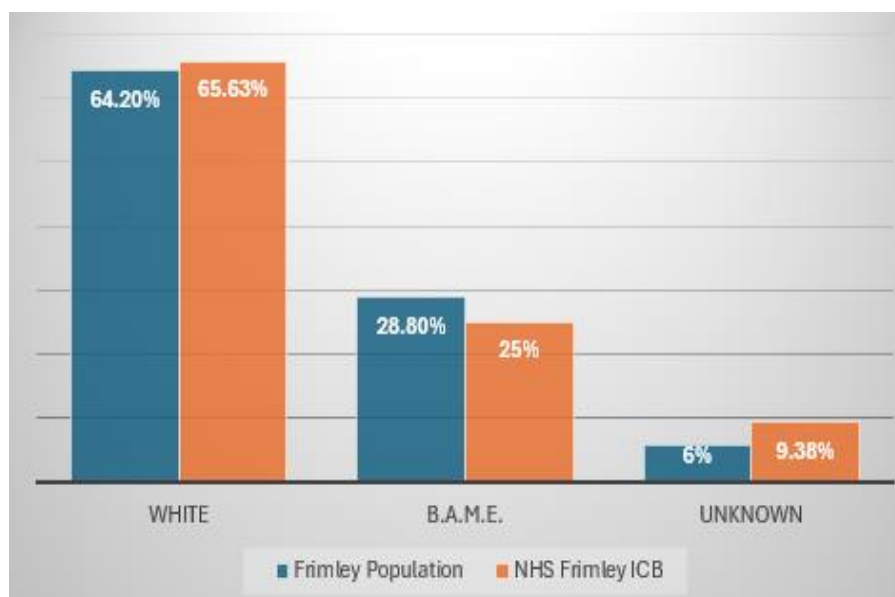
The data presented in this section for 2025 is taken from our Connected Care data system. It represents patients registered with General Practices in the Frimley ICS geography.

| Ethnicity | # Population | % of Population |
|------------------------------|----------------|-----------------|
| Asian or Asian British | 167,214 | 21.0%% |
| Black or Black British | 26,208 | 3.3% |
| Mixed | 21,944 | 2.8% |
| Other Ethnic Groups | 22,080 | 2.8% |
| White | 511,801 | 64.2% |
| Refused and not stated group | 50,632 | 6.0% |
| Total | 797,096 | 100.0% |



- NHS Frimley's population registered with GP practices
- The B.A.M.E. population is 237,446 is a representation of 28.8% of the Frimley population
- The white population is 511,801 is a representation of 64.2% of the total Frimley population
- A population of 50,632 is a representation of 6.0% of the Frimley population are those who have refused or not stated their ethnicity.

Frimley's community vs. Frimley Staff Makeup



The chart shows that the ethnic makeup of NHS Frimley ICB staff broadly reflects the wider Frimley population, with both groups having a similar proportion of White individuals (65.63% among NHS Frimley ICB staff compared with 64.20% in the community). However, despite this overall alignment, B.A.M.E. staff remain under-represented at higher pay bands, and many have reported experiencing fewer opportunities for progression.

The proportion of staff from Black, Asian and Minority Ethnic (B.A.M.E.) backgrounds is slightly lower within NHS Frimley ICB at 25%, compared with 28.80% in the local population.

Notably, NHS Frimley ICB has a higher proportion of individuals recorded as 'Unknown' ethnicity (9.38%) compared with 6% in the community. Overall, the data indicates broadly similar profiles, though with a modest under-representation of B.A.M.E. staff and a higher level of unreported ethnicity within the NHS Frimley ICB workforce.

Recognising that staff and community populations continually evolve, we have used the current data to inform and shape the following action plan which will be taken forward and considered in the new Thames Valley Integrated Care Board.

Governance

The progression of the WRES Action Plan will be overseen and monitored by the NHS Frimley EDI working group and reported to the Senior Leadership Team through NHS Frimley's Equality, Diversity and Inclusion Director and Advisor to the NHS Frimley Board.

Note: From 1 April 2026, NHS Frimley will transition into the newly established **Thames Valley Integrated Care Board**, following a cluster with NHS

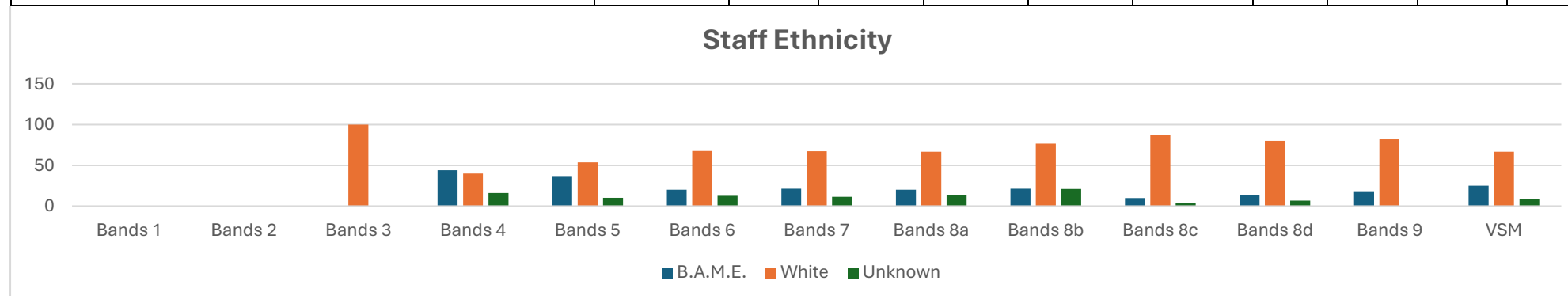
Buckinghamshire, Oxfordshire and Berkshire West. The findings of this WRES report will form an important part of the legacy of NHS Frimley, informing system leadership, strengthening accountability, and shaping the values, behaviours and culture of the new ICB. This will support the establishment of a fair, inclusive and equitable organisation from its inception, with clear responsibility for addressing workforce inequalities across the system.

Indicator 1

Percentage of staff in each of the Agenda for Change Bands 1-9 VSM (including SLT members) compared with the percentage of staff in the overall workforce.

Non-Clinical Staff by%

| Staff by Ethnicity | Bands 1 | Bands 2 | Bands 3 | Bands 4 | Bands 5 | Bands 6 | Bands 7 | Bands 8a | Bands 8b | Bands 8c | Bands 8d | Bands 9 | VSM |
|--|------------|------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|-------------|-------------|-------------|
| B.A.M.E. | 0.0 | 0.0 | 0.0 | 44.0 | 35.9 | 20.0 | 21.3 | 20.0 | 21.3 | 9.7 | 13.3 | 18.2 | 25.0 |
| White | 0.0 | 0.0 | 100.0 | 40.0 | 53.8 | 67.5 | 67.2 | 66.7 | 76.6 | 87.1 | 80.0 | 81.8 | 66.7 |
| Unknown | 0.0 | 0.0 | 0.0 | 16.0 | 10.3 | 12.5 | 11.5 | 13.3 | 21.0 | 3.2 | 6.7 | 0.0 | 8.3 |
| <p>Within our non-clinical staff group, B.A.M.E. colleagues are over-represented at Band 4 and 5. However, from Band 6 onwards, there is a noticeable decline in progression opportunities for B.A.M.E. staff, with the disparity becoming more evident from Band 6 upward. This pattern suggests a disparity in progression opportunities between Bands 6 to VSM, which may be limiting the career advancement of B.A.M.E. staff within the organisation. Further analysis is needed to understand the barriers and implement targeted support or development pathways.</p> | | | | ↑4.0 | ↓17.9 | ↓47.5 | ↓45.9 | ↓46.7 | ↓55.3 | ↓77.4 | ↓66.7 | ↓63.6 | ↓41.7 |

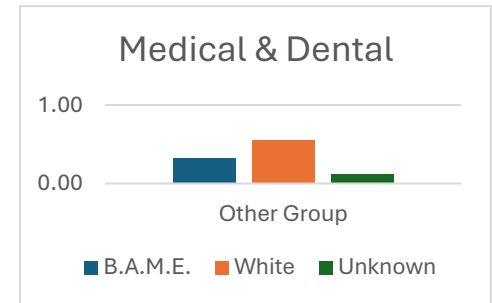


Clinical Staff by %

| Staff by Ethnicity | Bands 1 | Bands 2 | Bands 3 | Bands 4 | Bands 5 | Bands 6 | Bands 7 | Bands 8a | Bands 8b | Bands 8c | Bands 8d | Bands 9 | VSM |
|---|---------|---------|---------|---------|---------|---------|---------|----------|----------|----------|----------|---------|--------|
| B.A.M.E. | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.32 | 0.40 | 36.84 | 25.00 | 0.33 | 0.00 | 0.50 | 0.00 |
| White | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 57.89 | 0.50 | 57.89 | 75.00 | 66.67 | 100.00 | 0.50 | 0.67 |
| Unknown | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.11 | 0.22 | 10.00 | 0.00 | 0.33 | 0.00 | 0.00 | 0.33 |
| <p>Within our clinical staff group, there are no employees at Bands 1 to 5. We have identified a notable drop in progression opportunities for B.A.M.E. (Black, Asian, and Minority Ethnic) colleagues starting at Band 6. Despite this, representation improves significantly at Band 9, where we currently have an equal number of B.A.M.E. and white colleagues.</p> <p>This pattern suggests a disparity in progression opportunities between Bands 6 to 8D, which may be limiting the career advancement of B.A.M.E. staff within the mid-senior levels of the organisation. Further analysis is needed to understand the barriers and implement targeted support or development pathways.</p> | | | | | | ↓26.31 | ↓4.4 | ↓13.16 | ↓50.0 | ↓66.67 | ↓100 | ←→0 | ↓66.67 |

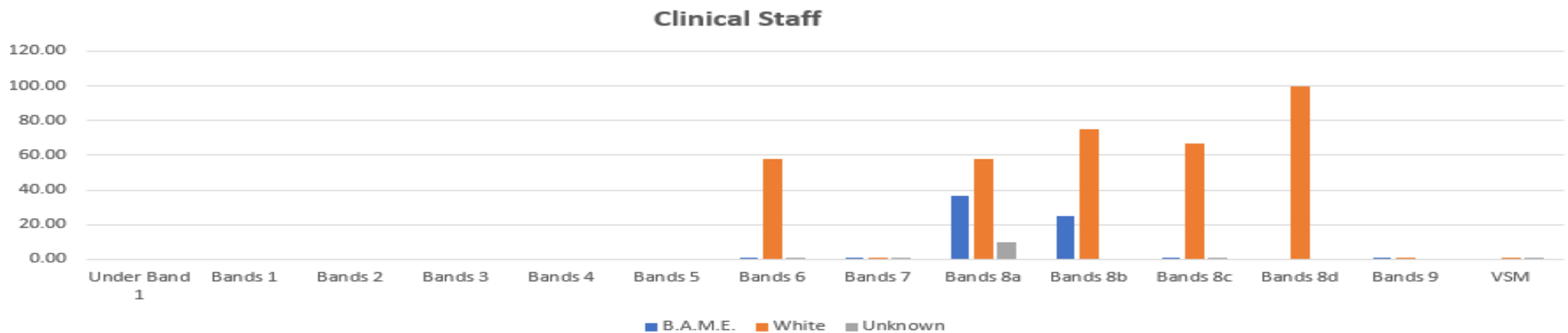
Clinical Staff by %: Medical & Dental

| Staff by Ethnicity | Other Group | Trainee Grades (TG) | Non-consultant Career Grade (NCCG) | Consultants | Consultant Senior Medical Managers (CSMM) |
|--------------------|-------------|---------------------|------------------------------------|-------------|---|
| B.A.M.E. | 0.33 | 0.00 | 0.00 | 0.00 | 0.00 |
| White | 0.55 | 0.00 | 0.00 | 0.00 | 0.00 |
| Unknown | 0.12 | 0.00 | 0.00 | 0.00 | 0.00 |



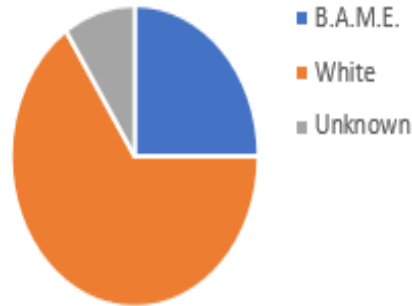
All of our Medical & Dental staff fall under the "Other" staff group category. Within NHS Frimley ICB, there is a 22% lower representation of B.A.M.E. colleagues compared to their white counterparts.

Percentage differences between all ICB staff



The overall percentages of B.A.M.E. vs white staff across all staff types in the ICB are:

| | |
|-----------------|--------|
| B.A.M.E. | 25% |
| White | 65.63% |
| Unknown | 9.38% |



The data shows that we employ slightly fewer B.A.M.E. staff (25%) than are represented within the wider Frimley community (29%). Conversely, we employ a marginally higher proportion of White staff (65.63%) compared with the local population (64.20%). We also have incomplete demographic information for 9.38% of our workforce, which is a significant proportion and could meaningfully affect both our data and the actions we take in response. To address this, we are continuing to explore ways to help staff feel safe and confident in declaring their protected characteristics on ESR, ensuring our workforce data—and the interventions based on it—are as accurate and impactful as possible.

Indicator 2

Relative likelihood of white candidates compared to B.M.E. candidates being appointed from shortlisting across all (internal and external) posts. (Represented in percentage)

| Staff Ethnicity | Percentage of Shortlisted Candidates | Percentage appointed from shortlisting | Likelihood of shortlisting/appointed (auto calculated) |
|-------------------|--------------------------------------|--|--|
| B.A.M.E. | 42.92 | 33.33 | 0.164706 |
| White | 47.47 | 64.28 | 0.287234 |
| Ethnicity Unknown | 9.59 | 2.38 | 0.052632 |

| | | |
|---|----------|---|
| Relative likelihood of white candidates being appointed from shortlisting compared to B.A.M.E. candidates | 1.743921 | A figure above 1.00 indicates that white candidates are more likely than B.A.M.E. candidates to be appointed from shortlisting. |
|---|----------|---|

The data shows that we have made progress compared to last year in appointing candidates from the B.A.M.E. community. However, a disparity remains, as more than half of those appointed continue to be from white backgrounds. This highlights a need for further analysis of our recruitment processes to better understand the underlying factors contributing to this imbalance. Exploring ways to support candidates from minority ethnic backgrounds through the application and interview stages will be important to ensure equity and fairness in our recruitment practices.

Indicator 3

Relative likelihood of B.A.M.E. staff compared to white staff entering the formal disciplinary process, as measured by entry into formal disciplinary investigation (based on year-end data for the financial year).

| Criteria | Measure | B.A.M.E. | White | Unknown |
|---|-----------------|-----------------|--------------|----------------|
| Number of staff entering the formal disciplinary process in the financial year | Headcount | 0% | 0% | 0% |
| Likelihood of staff entering the formal disciplinary process | Auto-calculated | 0% | 0% | 0% |
| Relative likelihood of BME staff entering the formal disciplinary process compared to white staff | Auto-calculated | N/A | N/A | N/A |

This indicates that neither BAME nor White member of staff entered a formal disciplinary process year ending March 2024. These results are similar to those reported in March 2022/23.

Indicator 4

Relative likelihood of white staff compared to BME staff accessing non-mandatory training and CPD (NMTCPD).

| Criteria | B.A.M.E. | White | Unknown |
|--|-----------------|--------------|----------------|
| Staff accessing NMTCPD in the financial year | | | |

We are currently unable to report on this indicator, as NHS Frimley does not have a central repository that captures all non-mandatory training and continuous professional development activities. Establishing such a system will be a priority for the new Thames Valley ICB, ensuring that all training information is recorded and accessible in one place.

Indicator 5

Percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in the last 12 months.

2024

| Criteria | Comparator (Organisation overall) | B.A.M.E. | White | Prefer not to say |
|---|--------------------------------------|----------|-------|----------------------|
| Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months | 6.5% | 7.8% | 6.2% | 0% |

Last year, the NHS Frimley Staff Survey results showed that **4.6% of white colleagues** reported experiencing harassment, bullying, or abuse from patients, relatives, or the public, compared to **0.0% of B.A.M.E. colleagues**.

The 2024 Staff Survey, there has been a notable shift: **7.8% of B.A.M.E. colleagues** reported such experiences — a significant increase that now exceeds the **6.2% of white colleagues** reporting the same.

Given that the staff survey is designed to be a safe and anonymous way for colleagues to report their experiences, this rise may reflect a growing confidence in reporting among B.A.M.E. staff. Nevertheless, the increase is concerning and suggests that further work is needed to understand the underlying causes and ensure that all colleagues feel safe and supported in the workplace.

Indicator 6

Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.

2024

| Criteria | Comparator (Organisation overall) | B.A.M.E. 60 staff members | White 225 staff members |
|---|--------------------------------------|---------------------------------|-------------------------------|
| Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months | 15.9% | 15% | 15.1% |

This question was answered by staff from Mixed Multiple Ethnic Groups, Asian/Asian British, Black/African/Caribbean/Black British, and Other Ethnic Groups, with a total of 60 responses. The data shows that **13.6% of Asian/Asian British** staff and **18.8% of Black/African/Caribbean/Black British** staff who responded reported experiencing harassment, bullying, or abuse from other colleagues. The overall figure of 15%. In comparison there are 15.1% of white colleagues who have experienced harassment and bullying from those of the 225 members of staff who responded.

It is important to note that responses from the Mixed Multiple Ethnic Groups and Other Ethnic Groups categories were below the suppression threshold of 10 and therefore were not individually reported. As such, the overall figure could potentially be higher.

However, this represents a **significant improvement** when compared to the **2023 figure, where 62.8% of B.A.M.E. staff** reported experiencing harassment, bullying, or abuse from colleagues. This positive shift may reflect the impact of ongoing efforts of the EDI Director/System Lead, including the implementation of the **anti-racism framework** and the promotion of a **'zero tolerance' statement**, both of which align with NHS Frimley's commitment to creating a supportive and inclusive culture.

Indicator 7

Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion

2024

| Criteria | Comparator (Organisation overall) | B.A.M.E. | White |
|---|--------------------------------------|----------|-------|
| Percentage of staff believing that trust provides equal opportunities for career progression or promotion | 58.6% | 45% | 63.8% |

Equality of Career Progression Opportunities – Ethnic Group Breakdown

According to the 2024 data, perceptions of equal opportunities for career progression or promotion at NHS Frimley vary significantly across ethnic groups:

- **50%** of *Asian/Asian British* staff believe the organisation provides equal opportunities.
- **31.3%** of *Black/African/Caribbean/Black British* staff share this belief.
- Data for *Mixed ethnic groups and Other ethnic groups* falls below the suppression threshold and is therefore not reported in detail.
- In comparison, **63.8%** of *White colleagues* believe NHS Frimley provides equal opportunities for career progression or promotion.

Notably, the percentage of **B.A.M.E.** staff who feel that opportunities are equal has **slightly decreased** from the previous year, whereas the percentage for **White** staff has **increased**.

Indicator 8

Over last 12 months have you personally experienced discrimination at work from any of the following?

b) Manager/team leader or other colleagues.

2024

| Criteria | Comparator (Organisation overall) | B.A.M.E. | White |
|---|--------------------------------------|----------|-------|
| In the last 12 months have you personally experienced discrimination at work from any of the following? Manager / team leader or other colleagues | 5.7% | 8.3% | 4.0% |

This question was answered by 60 staff members from Asian/Asian British and Black/African/Caribbean/Black British backgrounds. The data shows that 4.5% of Asian/Asian British staff and 18.8% of Black/African/Caribbean/Black British staff reported experiencing discrimination at work from colleagues, managers, or team leaders. In comparison, of the 225 White staff who responded, 4.0% reported experiencing similar discrimination.

Notably, these figures represent a significant reduction since 2023. This positive change may be attributed to NHS Frimley's strong commitment to Equality, Diversity and Inclusion (EDI), particularly through the implementation of the 'Zero Tolerance Statement' and the Anti-Racist Framework introduced by the EDI Director across the Frimley system.

Indicator 9

Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated:

- By voting membership of the Board
- By Executive membership of the Board

| Criteria | Measure | B.A.M.E. | White | Unknown |
|--|-----------------|----------|--------|---------|
| Total Board Members | Headcount | 30.77% | 61.54% | 7.69% |
| <i>Of which: Voting Board Members</i> | Headcount | 25.00% | 66.67% | 8.33% |
| <i>Non-Voting Board Members</i> | Auto calculated | 100% | 0.0% | 0.0% |
| <i>Exec Board Members</i> | Headcount | 42.86% | 57.14% | 0.0% |
| <i>Non-Executive Board Members</i> | Auto-calculated | 16.67% | 66.67% | 16.67% |
| <i>Difference (Total Board – Overall workforce)</i> | Auto-calculated | 6% | -4% | -2% |
| <i>Difference (voting membership- overall workforce)</i> | Auto-calculated | 0% | 1% | -1% |
| <i>Difference (Executive membership – overall workforce)</i> | Auto-calculated | 18% | -8% | -9% |

Action Plan

NHS Frimley Integrated Care Board will cease to operate on 31 March 2025, with the new Thames Valley Integrated Care Board becoming operational from 1 April 2026. It is recommended that we continue to focus on the four priority areas identified as outliers in the WRES 2024/25 Action Plan:

- **Representation at Board and Senior Leadership Level**
- **Career Progression**
- **Recruitment**
- **Bullying and Harassment**

The following overarching actions form the basis of the action plan:

1. Representation Across All Bands Through to Board and Senior Leadership Level

- Ensure that the representation of B.A.M.E. colleagues is proportionate across all bands, including at Board and Senior Leadership Team level, in line with the demographics of the new Thames Valley footprint.
- Mandate that all shortlisting and interview panels include an Equality and Diversity representative, with all panel members holding equal decision-making authority.
- Require completion of the 'BAME Candidate Feedback Form' for all unsuccessful BAME candidates. Ensure the Inclusive Recruitment Toolkit and associated guidance are easily accessible on Consult HR.

2. Career Progression

- **Support for Developing BAME Colleagues:** Implement tailored leadership and talent development programmes, including reverse mentoring and structured career conversations, to equip BAME staff with the skills and confidence needed to progress.
- **Increase Representation at Band 8A:** Set a target to increase the representation of BAME staff at Band 8A in line with the Thames Valley footprint, supported by targeted recruitment, development pathways, and mentoring.

- **Representation Across All Bands:** Embed actions to increase BAME representation across all bands, with particular emphasis on Bands 8A and 8C.
- Capture participation in non-mandatory training and CPD to gain an accurate picture of training access and progression opportunities for all staff.

3. Recruitment

- Review recruitment and selection policies and procedures to minimise barriers and reduce the impact of unconscious bias.
- Establish diverse recruitment panels and invite B.A.M.E. Network members to train as panel representatives.
- Produce a standard operating procedure for the interview process to ensure consistent and constructive feedback is provided to all candidates.
- Develop recruitment and selection training for all line managers and ensure EDI representation is present on every panel.
- Strengthen the exit interview process and ensure anonymised themes are reported to the EDI Team and the author of the WRES Action Plan.
- Increase transparency and accountability around shortlisting and interview decision-making.

4. Bullying and Harassment

- Enforce a zero-tolerance approach to bullying and harassment, ensuring accountability and clear communication of investigation outcomes.
- Deliver engagement workshops to embed equality, diversity, and inclusion objectives within the appraisal process.
- Chiefs will reinforce the Thames Valley culture at Directorate meetings, promoting confidence to challenge inappropriate comments and behaviours.
- Share learning and good practice across the ICB and wider system to strengthen EDI outcomes.
- Chiefs will reiterate the importance of completing the Freedom to Speak Up training mandated by NHS Frimley as part of statutory and mandatory requirements.

5. Equality and Health Inequality Assessment (EHIA)

- The People Team will produce an Equality and Health Inequality Assessment (EHIA) to evaluate the impact of policies, programmes, and practices on different ethnic groups across the workforce. This will support the identification of disparities

and ensure that interventions effectively promote equality and address health inequalities. The EHIA will be reviewed regularly to monitor progress and inform ongoing improvements.

Commitment from NHS Frimley / NHS Thames Valley Board - WRES Action Plan

This Action Plan asks the Board to own and oversee a five-year trajectory of improvement (2025–2030), addressing racial disparities in representation, recruitment, progression, and staff experience across NHS Frimley ICB. The trajectory moves beyond annual compliance, embedding accountability and measurable outcomes into leadership performance and governance.

Key Findings (2024/25 WRES Data)

- **Workforce Representation:**
 - B.A.M.E. staff are 22.8% of non-clinical and 30% of clinical staff. compared to white staff (68.1% non-clinical and 61.4% clinical)
 - Representation drops to 25% at Very Senior Manager (VSM) level, compared with 66.7% White colleagues.
- **Recruitment & Progression:**
 - White candidates are 1.74x more likely to be appointed from shortlisting than BAME staff.
 - Only 44.6% of B.A.M.E. staff feel progression opportunities are fair, vs. 63.8% of White staff.
- **Bullying, Harassment & Managerial Conduct:**
 - B.A.M.E. staff report higher levels of bullying/harassment from managers compared to white staff (10.8% vs. 6.7%).
 - Experiences from colleagues and patients remain broadly similar but highlight the need for inclusive leadership.
- **Key Disparities**
 - Recruitment outcomes continue to disadvantage B.A.M.E. candidates.
 - B.A.M.E. staff are more likely to experience bullying and harassment from managers.
 - Perceptions of fairness in career progression remain significantly lower among B.A.M.E. staff compared with White colleagues.

Five-Year Trajectory Priorities (2025–2030)

| Priority | Key Commitments | Board Oversight Metrics |
|---|--|---|
| Workforce Representation | <ul style="list-style-type: none"> • Increase B.A.M.E. representation at 8A+, VSM & Board levels by 30% at March 2030 • Ensure leadership reflects the diversity of both workforce and communities served. • Strengthen pipelines & sponsorship for progression. | % B.A.M.E. in senior roles (WRES mid-year outcome report); Board-approved succession plans; annual progress reports. |
| Recruitment & Progression | <ul style="list-style-type: none"> • Achieve equitable shortlisting-to-appointment ratios. by 30% at March 2030 • Embed transparent progression pathways. • Hold managers accountable for equitable outcomes. | Shortlisting-to-appointment ratio by ethnicity WRES mid-year outcome report; progression satisfaction survey; HR audit outcomes. |
| Inclusive Leadership & Staff Experience | <ul style="list-style-type: none"> • Reduce managerial bullying/harassment disparities by 100% by 2030 • Mandatory inclusive leadership development. • Safe, independent reporting routes for staff. | Reported bullying/harassment by ethnicity (staff survey result, WRES mid-year outcome report,) ; compliance with leadership development; escalation route usage and resolution rates. |

Board Commitments

- Stewardship of the Trajectory: Approve, monitor, and drive progress on measurable milestones.
- Embedding Accountability: Leadership performance tied to WRES outcomes.

- System-wide Alignment: Ensure commissioned providers mirror the trajectory to improve staff experience and representation.

Vision for NHS Thames Valley ICB:

By 2030, NHS Thames Valley ICB will demonstrate sustained reductions in racial disparities, leadership that represents both workforce and communities, and an inclusive culture where all staff experience fairness, opportunity, and safety. Equity is a leadership responsibility — and this trajectory makes it measurable.

The action plan below sets out actions to be considered during the formation of the new Thames Valley Integrated Care Board.

| Action | Target Date | Expected Outcomes | Key Milestones | By Whom | Date Completed |
|--|-------------|---|---|--|----------------|
| Recruitment – Indicators 1 and 2 | | | | | |
| Review of recruitment and selection policies and procedures. | | <p>Sets out clear guidelines for recruitment for the organisation.</p> <p>A recruitment policy that reduces barriers and unconscious bias.</p> | All interviewees are invited to give feedback on interviews – form devised by EDI team. | <p>HR Partners (SCW CSU) & Policy Group.</p> <p>BAME Network colleagues.</p> | |
| Put diverse recruitment panels in place – mandatory. | | <p>Panels for shortlisting and decision-making elements to be diverse.</p> <p>The recruitment toolkit has been produced for the System by the EDI Team.</p> | BAME Network members offered the opportunity to train to sit on these recruitment panels. | EDI Team, People Team, People and OD, BAME Network Members. | |

| Action | Target Date | Expected Outcomes | Key Milestones | By Whom | Date Completed |
|--|-------------|--|--|---|----------------|
| Produce a standard operating procedure which reports on the interview process. | | Clear feedback given to all candidates. | All Line managers to get training on how to use the process and current feedback mechanisms / forms – HR to facilitate training at Line Managers Meetings. | EDI Team, EDI Working Group, People Team. | |
| Develop recruitment and selection training for all line managers and EDI representation on recruitment panels. | | Consistency across NHS Frimley. Reporting on recruitment should show a shift in equal opportunities for our BAME staff. | | EDI Team, People & OD to include in the Line Managers meetings – People Team, EDI Team to deliver training. | |
| Improve exit interview process and feedback to anonymised data to EDI Team and author of the WRES Action Plan. | | Understanding of the reasons BAME staff are leaving the organisation. | | People Team, Line Managers, EDI Team, People and OD | |

| Action | Target Date | Expected Outcomes | Key Milestones | By Whom | Date Completed |
|---|-------------|-------------------|----------------|---------|----------------|
| Transparency and accountability around how decisions are made at shortlisting and interview stage – ascertain why BAME staff are not being successful in securing roles within NHS Frimley. | | | | | |
| Campaign to improve reporting and data capturing of ethnicity. | | | | | |

| Action | Target Date | Expected Outcomes | Key Milestones | By Whom | Date Completed |
|--|-------------|--|----------------|---------------|----------------|
| Career Progression – Indicator 7 | | | | | |
| Implement focussed career conversations with BAME staff. | | <p>Focus on career opportunities for BAME staff.</p> <p>Wider opportunities and confidence building for BAME staff.</p> | | Line Managers | |
| Increase representation of BAME staff through all bands with an emphasis on Bands 8A and 8C. | | <p>Detailed career conversation.</p> <p>Framework – Scope for Growth.</p> <p>Confident BAME staff who will have the tools to apply for jobs at higher bands.</p> | | Line Managers | |

| Action | Target Date | Expected Outcomes | Key Milestones | By Whom | Date Completed |
|---|-------------|---|---|---|----------------|
| Capturing non-mandatory training and continuing professional development for all staff members, so we have a picture of who is accessing training. | | Reporting will be more accurate and up to date. | All training to be logged on to ESR | HR, People & OD | |
| Bullying and Harassment – Indicator 5 | | | | | |
| Engagement workshops with all staff to embed equality, diversity and inclusion objectives through appraisal process which links to this WRES action plan. | | Appraisals documents have EDI SMART objectives embedded within them which linked to the WRES Action Plan. Greater understanding of the EDI agenda for all staff. | To be discussed with all staff at appraisals by line managers and within team meetings. | People & OD, EDI Team, Chiefs, Directors, Line Managers | |

| Action | Target Date | Expected Outcomes | Key Milestones | By Whom | Date Completed |
|--|--------------------|--|-----------------------|--|-----------------------|
| <p>Chiefs to reiterate NHS Frimley's culture at Directorate meetings giving people the confidence to call out inappropriate comments and behaviours to report when behaviour falls below expected standards.</p> | | <p>Awareness of what is considered inappropriate and of expected behaviours.</p> <p>Fewer staff complaints of inappropriate comments.</p> | | <p>Chiefs, EDI Team, People and OD</p> | |
| <p>Shared learning and good practices across the ICB and the system.</p> | | <p>Shared learning will support all the systems EDI Objectives.</p> <p>A system that shows that we are anti-racist in everything we do, i.e., being equal, equitable, inclusive and diverse.</p> | | <p>Chiefs, Directors, All Staff, EDI Team, People and OD</p> | |

| Action | Target Date | Expected Outcomes | Key Milestones | By Whom | Date Completed |
|---|-------------|--|----------------|----------------------------------|----------------|
| Increase Board and Senior Leadership Level Representation – Indicator 9 | | | | | |
| Recruitment to Mirror Board – 2 nd cohort | | <p>Shared learning will support all the systems EDI Objectives.</p> <p>A system that shows that we are anti-racist in everything we do, i.e., being equal, equitable, inclusive and diverse.</p> | | People & OD, EDI Team | |
| Shadow members of SLT for BAME staff | | <p>Shared learning will support all the systems EDI Objectives.</p> <p>Wider opportunities and confident BAME staff who will have the tools to apply for jobs at higher bands.</p> | | Chiefs, Directors, Line Managers | |