North Cheshire and Mersey
NHS Foundation Trust

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Combined Workforce Race Equality Standard action plan 2026/27

Theme / WRES indicator	Action	Timescale	Success Measures
Health and Wellbeing	Implement Mental Wellbeing Champion role and training programme with targeted promotion to ethnically diverse colleagues and staff networks.	September 2026	Improved wellbeing support uptake and positive feedback from staff networks.
Cultural competence	Implement Cultural Competency Training for managers and senior leaders. Priority targeting of managers leading internationally recruited and ethnically diverse teams.	November 2026 to March 2027	Improvement in Staff Survey questions relating to inclusion and belonging.
Anti-racism programme	Develop and launch the NCM Anti-Racism Programme aligned to the North West Race Equity Assembly, LCR Anti-Racism Strategy and NHS Race and Health Observatory recommendations.	April 2026 onwards	Single Trust anti-racism framework adopted and monitored.
Anti-racism assurance	Complete benchmarking exercise against regional and national anti-racism frameworks.	July 2026	Gap analysis completed and incorporated into implementation plan.

Lord Mann review	Implement Lord Mann Review recommendations across workforce policies, reporting mechanisms, education and staff support.	March 2027	Delivery plan approved and monitored through WICSC and SPC.
Training and Development	Embed anti-racism within EDI in Practice training.	August 2026	Increased confidence scores and manager capability.
Safety, Bullying and Harassment	Deliver Belonging Programme incorporating anti-bullying, harassment, sexual safety and violence reduction initiatives.	September 2026	Reduction in Staff Survey reports of bullying, harassment and discrimination.
Active bystander	Implement Active Bystander training programme across all services (including launch within Community and Dental services).	September 2026 start	Increased training participation and reporting confidence.
Career Progression and Representation	Target leadership development, talent management, reciprocal mentoring and succession planning to increase ethnic diversity in Bands 8a+ and leadership roles.	February 2027	Improved ethnic representation in senior leadership and talent pipelines.
Staff Voice and Networks	Strengthen the Multi-Ethnic Staff Network through targeted summits, anti-racism workshops and regular listening events.	September 2026	Increased network membership and action tracking from listening events.