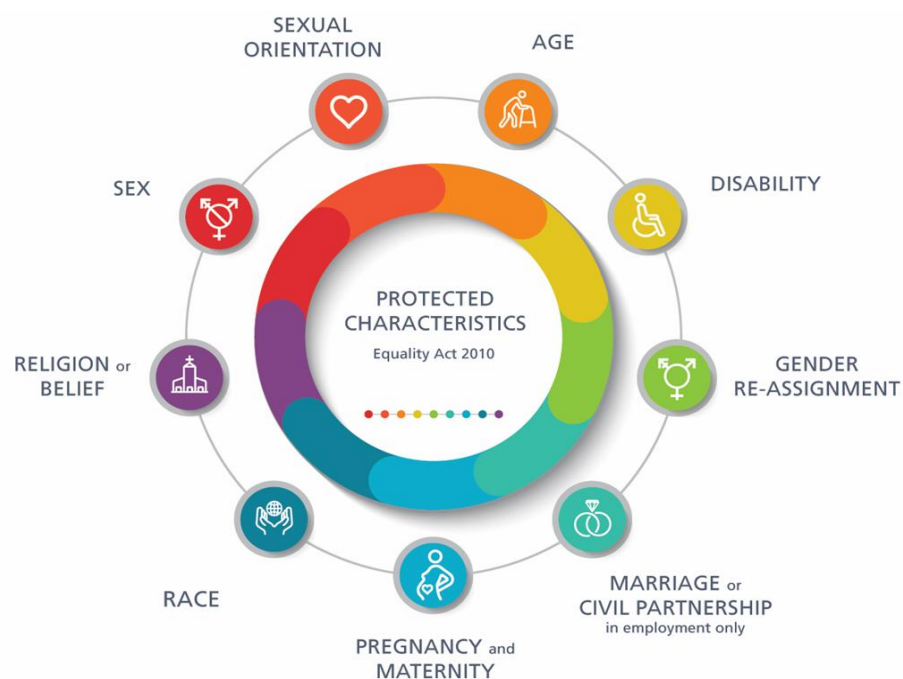


Shropshire, Telford and Wrekin Integrated Care Board Public Sector Equality Duty (PSED) Equality, Diversity, and Inclusion Annual Report 2025/2026

Workforce Equality



Documents or information from the Shropshire, Telford and Wrekin ICB website or key publications can be made available in alternative formats (such as audio, Clear Information, Easy Read, British Sign Language, interpreter services, large print, or Braille) on request.

Please contact the general reception number (01782 29800) and speak to any member of the administration team. Alternatively, deaf, and hard of hearing patients, carers and staff can use the [Next Generation Text service](#).

Contents

Shropshire, Telford and Wrekin Integrated Care Board Public Sector Equality Duty (PSED) Equality, Diversity, and Inclusion Annual Report 2025/2026	1
Workforce Equality	1
Introduction	3
PSED Annual Report (Workforce)	3
Population Profiles Shropshire, Telford and Wrekin	4
Equality legislation	5
ICB Equality Objectives 2025	6
Workforce Equality	7
Improving the Diversity Profile	7
Workforce Diversity Profile Report	8
Workforce Race Equality Standard (WRES) & Workforce Disability Equality Standard	10
Gender Pay Gap (GPG) Report	11
Staff Survey	13
ICB corporate communications and involvement – Staff	22
ICB priorities for 2026/2027	22
Future Joint Reporting Intentions:	22

Introduction

PSED Annual Report (Workforce)

Shropshire, Telford & Wrekin ICB

The 2025–26 reporting period has been a year of organisational transition for Shropshire, Telford and Wrekin Integrated Care Board (ICB). As the ICB continues to embed the ambitions of the ICB Blueprint and respond to the direction set within the NHS Long Term Plan, our operating environment has evolved considerably. In parallel, the development of the cluster arrangement with Staffordshire and Stoke-on-Trent ICB has created new opportunities for shared leadership, alignment of functions, and a more collaborative approach to workforce planning.

These developments have inevitably shaped the focus and pace of our Equality, Diversity and Inclusion (EDI) work. While our statutory responsibilities under the Public Sector Equality Duty (PSED) remain unchanged, the organisational restructuring required to support the Blueprint and cluster model has, at times, taken priority. As a result, some EDI workforce initiatives were paused or deferred to ensure safe transition of services, clarity of roles, and stability for our people during a period of significant operational change.

Despite these challenges, the ICB has continued to fully commit to and act on, its duty to eliminate discrimination, advance equality of opportunity, and foster good relations across its workforce. This report outlines the activity undertaken over the year to meet our PSED requirements, highlights areas of progress, and acknowledges where work will resume once structural changes are fully embedded. Importantly, it provides a transparent account of how system-level transformation has influenced our capacity, our priorities, and the shape of our future workforce EDI programmes.

Looking ahead, the alignment created through the cluster arrangement presents a renewed opportunity to build a stronger, more consistent approach to EDI across organisational boundaries. As our new structures settle, the ICB remains committed to strengthening its culture, embedding equality into decision making, and ensuring that our workforce reflects, represents, and is equipped to serve the diverse communities of Staffordshire and Stoke-on-Trent. making, and ensuring that our workforce reflects, represents, and is equipped to serve the diverse communities of Staffordshire and Stoke-on-Trent.

Population Profiles Shropshire, Telford and Wrekin.

Shropshire

Population

2024

332,455

people

195,952 people in Telford and Wrekin

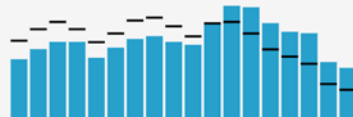
Source: ONS – Mid-year estimates
Small area: Output area

Age profile

2024

■ Shropshire

— (Telford and Wrekin)



0 years
% of all people, 5 year age bands

Source: ONS – Mid-year estimates
Small area: Output area

Sex

2024

■ Shropshire | (Telford and Wrekin)

Female **50.8%** (51.0%)

Male **49.2%** (49.0%)

% of all people

Source: ONS – Mid-year estimates
Small area: Output area

Ethnic group

2021

■ Shropshire | (Telford and Wrekin)

Asian, Asian British or Asian Welsh
1.3% (5.4%)

Black, Black British, Black Welsh,
Caribbean or African **0.3%** (2.9%)

Mixed or Multiple ethnic groups
1.2% (2.6%)

White **96.7%** (88.2%)

Other ethnic group **0.4%** (0.9%)

% of all people

Source: ONS - Census 2021
Small area: Output area

Religion

2021

■ Shropshire | (Telford and Wrekin)

No religion **37.0%** (40.9%)

Christian **55.5%** (47.6%)

Buddhist **0.3%** (0.3%)

Hindu **0.2%** (0.7%)

Jewish **0.1%** (0.0%)

Muslim **0.5%** (2.7%)

Sikh **0.2%** (1.5%)

Other religion **0.5%** (0.5%)

Not answered **5.9%** (5.6%)

% of all people

Source: ONS - Census 2021
Small area: Output area

General health

2021

■ Shropshire | (Telford and Wrekin)

Very good health **46.6%** (46.0%)

Good health **34.7%** (34.1%)

Fair health **13.6%** (13.8%)

Bad health **4.0%** (4.7%)

Very bad health **1.1%** (1.4%)

% of all people

Source: ONS - Census 2021
Small area: Output area

Disability

2021

■ Shropshire | (Telford and Wrekin)

Disabled under the Equality Act
18.5% (19.7%)

Not disabled under the Equality Act
81.5% (80.3%)

% of all people

Source: ONS - Census 2021
Small area: Output area

Sexual Orientation – Shropshire (Census 2021 – ONS)

Shropshire Council and the ONS have published clear local-level data:

2.3% of Shropshire residents aged 16+ identified as **LGB+** (Gay/Lesbian, Bi, or “Other sexual orientation”).

Telford & Wrekin (Census 2021 – ONS) The searches returned no published, specific LGB+ percentage for Telford & Wrekin as a whole.

Shropshire, Telford and Wrekin (STW) ICB serves a geographically mixed population, spanning large rural areas alongside smaller urban centres. Shropshire has one of the oldest populations in England, alongside younger, more ethnically diverse and deprived communities, particularly in Telford. Wrekin's more rural and semi-rural areas are generally less deprived and closer to national averages. The population experiences complex health and care needs, including higher prevalence of long-term conditions, mental health need, disability and frailty, compounded by rurality. Shropshire is one of the least densely populated areas in the West Midlands, impacting on service access and workforce stability pressures e.g. workforce supply and recruitment. Marked inequalities exist between affluent rural and suburban areas and pockets of deprivation, contributing to variation in life expectancy, healthy life years and health outcomes across STW

Equality legislation

Equality Act 2010 and its Public Sector Equality Duty (PSED)

The [Public Sector Equality Duty](#) came in to force in April 2011 (s.149 of the Equality Act 2010) and public authorities like the NHS are now required, in carrying out their functions, to have due regard to the need to achieve the objectives set out under s149 of the Equality Act 2010 to:

- (a) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Equality Act 2010.
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The Equality Act 2010 (Specific Duties) Regulations 2011 require the ICB to:

- Publish information to show compliance with the PSED, at least once a year.
- Produce Equality Objectives at least every four years.

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

- These Regulations impose obligations on employers with 250 or more employees to publish information relating to the gender pay gap in their organisation.

The Equality Act 2010 was amended in 2024 to include new duties aimed at preventing sexual harassment in the workplace. [These changes came into force on October 26, 2024, under the Worker Protection \(Amendment of Equality Act 2010\) Act 2023.](#)

Human Rights Act 1998

The Human Rights Act 1998 sets out universal standards to make sure that an individual's basic needs as a human being are recognised and met. Public authorities have a mandated duty to ensure they have arrangements in place to comply with the Act.

It is unlawful for a healthcare organisation to act in any way that is incompatible with the Act. In practice, this means we must treat individuals with Fairness, Respect, Equality, Dignity and Autonomy – known as the FREDA principles.

[Click here to read more about the Human Rights Act \(equalityhumanrights.com\).](https://equalityhumanrights.com)

Associated legislation - Health and Social Care Act 2022

Statutory obligations on ICBs under the NHS Act 2006 (as amended by the Health and Care Act 2022)

Section 14Z35 of the 2006 Act (as added by section 25(2) of the 2022 Act) imposes the general inequality duty on an ICB that it: must, in the exercise of its functions, have regard to the need to:

1. reduce inequalities between persons with respect to their ability to access health services.
- reduce inequalities between patients with respect to the outcomes achieved for them by the provision of health services (including the outcomes described in section 14Z34(3)).

ICB Equality Objectives 2025

Equality Objective 2025/26 – Workforce Equality
Foster the development of rewarding careers across our ICS, ensuring they are free from discrimination and offer fair opportunities for all.
Lead collaboratively and take individual action to champion and continually elevate the EDI agenda.
Foster an inclusive and welcoming work culture where colleagues are supported and empowered to openly discuss EDI.
Ensure quality, equitable care for all by empowering people, improving access, enhancing outcomes and embracing diversity.
Celebrate our people and their contributions, while consistently and publicly reaffirming our commitment to EDI ambitions as a system.

Build an ICS that celebrates diversity, empowers change and recognises the impact of our health and care teams

Workforce Equality

Improving the Diversity Profile

Shropshire, Telford and Wrekin Care Board (ICB) continues to move through a period of organisational transformation driven by the requirements of the national Government NHS reset, the response to the nationally published ICB Blueprint, the NHS Long Term Plan, and the development of the emerging cluster arrangement with Staffordshire and Stoke-on-Trent ICB. These changes are reshaping our leadership structures, workforce configuration and future operating model.

During 2025 - 26, a major milestone was achieved with the appointment of the cluster Executive Team, establishing shared strategic leadership across the two ICBs. Building on this, the organisation is now progressing through the next phase of the Management of Change (MoC) process, which focuses on redesigning the senior management team structures within the ICB. This work is essential to ensuring clear governance, aligned responsibilities and the right leadership capacity for the new cluster model. A final, wider restructure of the remaining ICB workforce will follow once senior structures are fully established.

Running in parallel to the MoC activity is an ongoing Voluntary Redundancy (VR) programme, which has been introduced to support workforce realignment, ensure organisational affordability, and provide staff with choice and stability during a period of structural change. The VR programme forms one of several mechanisms enabling the ICB to transition safely and responsibly into its future operating arrangements, while continuing to mitigate the impact on staff wherever possible.

Given this transitional landscape, and the fact that organisational design, team structures and workforce data remain fluid, each ICB has produced its own separate PSED Workforce Report and Workforce Profile Report for the 2025–26 cycle. This approach ensures clarity, accuracy and accountability against each organisation's statutory obligations under the Public Sector Equality Duty (PSED) at a time when structures are not yet fully aligned.

As the cluster arrangements mature and the new workforce model becomes fully embedded, it is anticipated that future reporting cycles will move towards joint cluster workforce reporting. This will allow for a more unified view of equality, diversity and

inclusion across the cluster footprint, support consistent workforce planning, and promote shared learning and improvement across both ICBs.

Throughout this period of transformation including MoC, VR activity, and the development of new shared leadership structures, the ICB remains committed to fulfilling its PSED responsibilities. Equality considerations continue to be integral to decision-making, organisational design, and the support offered to our workforce during this complex period of change.

Workforce Diversity Profile Report

Overview

This summary describes what the workforce of Shropshire, Telford and Wrekin Integrated Care Board looked like at the end of September 2025. At that point the ICB employed 323 people. The figures below represent percentages only, to protect anonymity.

STW ICB has a predominantly female, older, white workforce, with increasing but still limited representation of younger staff and disabled staff.

Some protected characteristic groups are broadly in line with, or above, local population averages (e.g., ethnicity), while others (notably disability and younger age groups) show lower representation. Diversity patterns vary across pay bands, with senior roles showing higher non-disclosure rates for several characteristics and stronger male representation.

Workforce Profile – Key Patterns

Age

- The ICB has a mainly older workforce, with fewer younger employees than the local population.
- Only 0.9% of staff are aged 16–25, compared with around 9–12% in the local area.
- Most staff are aged 35–64, especially within senior roles.
- This pattern is typical of organisations with a large number of specialist and senior non-clinical roles.

Disability

- 8.1% of staff have declared a disability.
- Around 7.1% of staff chose not to share this information.
- This declared rate is lower than the local working-age population, where disability prevalence is about 20%.
- Disability non-disclosure is highest among senior (Non-AfC) staff.

Marriage and Civil Partnership

- Most staff are married (58.2%).
- 22.6% are single, and 10.2% are divorced.
- A small proportion are in civil partnerships (1.24%).
- Some information is unknown, and this varies by pay group.

Ethnicity/Race

- 10.2% of staff are from ethnic minority backgrounds, which is slightly higher than the combined Shropshire, Telford and Wrekin population average of 8.7%.
- Asian staff are well represented across all pay bands.
- Black staff are represented in bands 1–4 and 8a–9.
- Staff from mixed backgrounds appear mainly in lower pay bands.
- Because the overall workforce is small, small changes in staff numbers can shift percentages.

Religion and Belief

- Christianity is the most declared religion.
- A high proportion (26.9%) chose not to give information about religion or belief.
- Non-disclosure is especially high for senior (Non-AfC) roles, where over 70% did not state a religion.

Sex (Female/Male)

- The workforce is 79.6% women and 20.4% men.
- This is similar to national NHS patterns, where women make up around three-quarters of the workforce.
- At senior (Non-AfC) levels, men are proportionally more represented.
- Men are under-represented in pay bands 1–7.

Sexual Orientation

- 3.1% of staff identify as lesbian, gay or bisexual.
- 73.9% identify as heterosexual.
- 22.6% chose not to declare their sexual orientation.
- Non-disclosure is highest among senior (Non-AfC) staff.

Other Characteristics

Religion and sexual orientation disclosures remain inconsistent, with particularly high nondisclosure in Non-AfC roles.

Full-Time and Part-Time Working

- 61.6% of staff work full-time and 38.4% part-time.
- Part-time working is more common in some pay bands than others.
- Senior (Non-AfC) roles lean more towards part-time and sessional patterns of working.

Recruitment Profile (Oct 2024–Sep 2025)

1228 people applied → 215 were shortlisted → of which 161 interviewed → with 59 applicants appointed.

Findings

- Younger and Black ethnic applicants are less represented in final appointments than at the application stage. Under 25yrs (6.4% of applicants; 0% appointed) Black (30.3 of applicants – 1.7% appointed)
- Nondisclosure rates are high at the appointment stage for several characteristics including Disability 33.9% and Religion and Belief 42.4%, making it harder to establish diversity profile.
- Disabled applicants show representation at shortlisting and interview, but this does not carry through to appointments.

Areas of focus

- Making it easier and reassuring for new starters to share their equality information (if they choose to).
- Looking closely at each stage, especially shortlisting and final decision-making, to understand why patterns differ for some groups.
- Continuing good practice that supports disabled applicants through each step of the process.

Overall Conclusion

As ICB reform and cluster arrangements with continue, establishing a consistent cluster ICB approach to workforce equality and PSED delivery will be crucial for accountability and improved outcomes.

The Workforce Diversity Profile Report also provides a workforce profile of the ICB at organisation-level and a profile of all the applicants who applied for posts within the ICB. This data shows how applicants by protected characteristics fared across the different recruitment stages.

Workforce Race Equality Standard (WRES) & Workforce Disability Equality Standard

NHS Integrated Care Boards (ICBs) are not mandated to produce Workforce Race Equality Standard (WRES) or Workforce Disability Equality Standard (WDES) reports. These requirements primarily apply to NHS Trusts and Foundation Trusts. However, we are encouraged to adopt the principles of these standards and apply

them as much as possible to our own workforce. This is reflected in this and our Workforce Diversity Profile report.

The ICB has also shared WRES and WDES data with the wider Integrated Care System.

While ICBs are not mandated to produce standalone Workforce Race Equality Standard (WRES) or Workforce Disability Equality Standard (WDES) reports, they are encouraged to adopt and apply the principles of these standards within their workforce equality work. STW ICB has reflected these principles within its Public Sector Equality Duty (PSED) reporting for this cycle.

STW adopt WRES and WDES fully as a way of embedding equality considerations through its own longstanding workforce reporting practices. As governance, data processes and operating models across the cluster become more closely aligned, both ICBs aim to move toward a single, harmonised approach towards WRES and WDES. This unified model will strengthen diversity, transparency, comparability and shared learning, supporting improved equality outcomes across the cluster.

Gender Pay Gap (GPG) Report

Substantial changes are expected as the ICB Reform measures including new cluster structures and Management of Change processes are completed.

Therefore any targeted actions based on this year's figures may also become quickly outdated as the new staffing structure is finalised. Once the new organisation design is fully embedded and workforce numbers stabilise, the ICB will be in a stronger position to undertake a more accurate analysis of the gender pay gap and implement actions that reflect the future workforce.

The ICB remains committed to transparency and to addressing gender-based inequalities and will continue to monitor developments closely throughout this period of transition.

Average & Median Hourly Rates 2025

Gender	Avg. Hourly Rate	Median Hourly Rate
Male	£35.36	£27.49
Female	£25.83	£22.99
Difference	£9.52	£4.50
Pay Gap %	26.93%	16.36%

Average Hourly Rate Pay Gap

The difference in the average hourly rate between Male and Female is £9.52 which equates to 26.93% in percentage terms.

Median Hourly Rate Pay Gap

The difference in the median hourly rate between Male and Female is £4.50 The pay gap in percentage terms being 16.36%

The reasons for variations in hourly pay rates between male and female staff may result from a range of factors, including:

- Women increasingly taking up roles historically occupied by men, such as digital, technical or IT functions.
- A higher proportion of women working part-time in Non-AfC pay structures, which may influence hourly rate comparisons and progression patterns.
- Women moving into specialist or sessional roles that were previously male-dominated, creating shifts in average pay calculations.
- Vacancy and turnover trends where male staff have left senior or specialist posts and replacements have not yet been appointed.
- Men remaining proportionately over-represented in the most senior roles within the workforce, as seen in the higher pay quartiles, which continues to influence the gender pay gap.

It is also worth noting that when working with small staff numbers any variation in these numbers can have, what may appear to be, disproportionate changes in percentages.

The ICB combined workforce by female or male as at 30/09/2025 was as follows:

- Female Staff 79.6%
- Male Staff 20.4%

The above figure can be used to give an approximation if the quartiles are representative of the ICB workforce profile by sex.

Proportion of Male and Female Staff by Quartile Pay Bands 2025

Quartile	Female	Male	Female %	Male %
1. Lower	69	7	90.79%	9.21%
2.	72	11	86.75%	13.25%
3.	55	20	73.33%	26.67%
4. Higher	60	29	67.42%	32.58%

Staff Survey

The NHS Staff Survey results are aimed at NHS organisations, to inform local improvements in staff experience and well-being. Several ICBs took the decision to not participate in the national Staff Survey in 2025 due to the scale of the national change programme. It is positive that both NHS STW and NHS SSoT took part and had strong levels of engagement.

The Staff Survey offers a snapshot in time of how people experience their working lives, gathered at the same time each year. The tables below are staff responses to a sample of questions disaggregated by protected characteristics.

This year's staff survey results must be viewed in the context of the organisational change taking place within the ICB. The ongoing restructure and the cluster development have all shaped how people are experiencing work during this period.

The relevant Staff Survey Questions are:

Q14b Not experienced harassment, bullying or abuse from managers.		Q14c Not experienced harassment, bullying or abuse from other colleagues.		Q15 Organisation acts fairly, career progression.	
Q16b Not experienced discrimination from manager/team leader or other colleagues		Q17 Not experienced unwanted behaviour of a sexual nature from other colleagues.		Q21 Feel organisation respects individual differences	
Key	Overall ICB staff survey response %.	Green – at least 3% above overall staff response	Red - at least 3% below overall staff response	Amber - within 3% of overall staff response	* Below reporting threshold of 10 staff

Protected Characteristic data for Gender Re-assignment, Maternity & Pregnancy, Marriage, and Civil Partnership are not collated or analysed

Analysis of the 2025 NHS Staff Survey responses, disaggregated by protected characteristics, provides important insight into how different groups experience their working environment.

Across most protected characteristics, results for harassment, bullying, discrimination, career progression and organisational respect remain broadly aligned with overall organisational averages. However, several groups show clear disparities that require focused PSED action.

In the tables below, the key is as follows:

* Indicates the total staff responses was less than ten.

STW Workforce by Age		Comparator (Organisation Overall)	16-20	21-30	31-40	41-50	51-65	66+
Q	Description	n = 229	n = 0	n = 16	n = 56	n = 62	n = 89	n = 2
q14b	Not experienced harassment, bullying or abuse from managers	93.4%	*	100.0%	94.5%	90.3%	94.3%	*
q14c	Not experienced harassment, bullying or abuse from other colleagues	92.1%	*	100.0%	94.6%	82.3%	95.5%	*
q15	Organisation acts fairly: career progression	54.4%	*	68.8%	50.0%	56.5%	52.8%	*
q16b	Not experienced discrimination from manager/team leader or other colleagues	96.5%	*	100.0%	98.2%	93.5%	96.6%	*
q17b	Not experienced unwanted behaviour of a sexual nature from other colleagues	99.1%	*	100.0%	100.0%	100.0%	98.9%	*
q21	Feel organisation respects individual differences	73.2%	*	75.0%	75.0%	75.8%	69.7%	*

Summary

Younger staff (21–30) reported highly positive experiences, including 100% not experiencing harassment or bullying from managers or colleagues. In contrast, staff aged 41–50 reported lower experiences of positive colleague behaviour (82.3% versus 92.1% overall). This may indicate a need to explore cultural or team-level issues affecting mid-career staff.

STW Workforce by Disability		Comparator (Organisation Overall)	Yes	No
Q	Description	n = 229	n = 56	n = 169
q14b	Not experienced harassment, bullying or abuse from managers	93.4%	96.4%	92.8%
q14c	Not experienced harassment, bullying or abuse from other colleagues	92.1%	92.9%	91.7%
q15	Organisation acts fairly: career progression	54.4%	55.4%	54.4%
q16b	Not experienced discrimination from manager/team leader or other colleagues	96.5%	91.1%	98.2%
q17b	Not experienced unwanted behaviour of a sexual nature from other colleagues	99.1%	100.0%	99.4%
q21	Feel organisation respects individual differences	73.2%	71.4%	74.6%

Summary

Disabled staff generally showed similar levels of positive experience to non-disabled colleagues across most indicators. However, a notable gap appears in discrimination (Q16b), with disabled staff reporting 91.1% versus 98.2% for non-disabled colleagues.

STW Workforce by Race/Broad Ethnicity Groups		Comparator (Organisation Overall)	White	Mixed/ Multiple ethnic groups, Asian/ Asian British, Black/ African/ Caribbean/ Black British, Other ethnic groups
Q	Description	n = 229	n = 208	n = 16
q14b	Not experienced harassment, bullying or abuse from managers	93.4%	94.2%	87.5%
q14c	Not experienced harassment, bullying or abuse from other colleagues	92.1%	92.3%	87.5%
q15	Organisation acts fairly: career progression	54.4%	56.3%	31.3%
q16b	Not experienced discrimination from manager/team leader or other colleagues	96.5%	98.1%	75.0%
q17b	Not experienced unwanted behaviour of a sexual nature from other colleagues	99.1%	99.5%	100.0%
q21	Feel organisation respects individual differences	73.2%	75.0%	56.3%

Summary

This remains the area of greatest inequality. Minority ethnic staff reported lower scores on harassment/ bullying from both managers and colleagues (87.5% vs comparators of 93.4% and 92.1%). The largest disparity is in career progression fairness (31.3% vs 56.3% for White staff). Similarly, only 75% reported not experiencing discrimination, compared with 98.1% for White staff

STW Workforce by Sex (Female/Male)		Comparator (Organisation Overall)	Female	Male	Non- binary	Prefer to self- describe:	Prefer not to say
Q	Description	n = 229	n = 173	n = 37	n = 0	n = 0	n = 17
q14b	Not experienced harassment, bullying or abuse from managers	93.4%	94.7%	91.9%	*	*	82.4%
q14c	Not experienced harassment, bullying or abuse from other colleagues	92.1%	93.0%	89.2%	*	*	88.2%
q15	Organisation acts fairly: career progression	54.4%	56.1%	51.4%	*	*	47.1%
q16b	Not experienced discrimination from manager/team leader or other colleagues	96.5%	96.5%	100.0%	*	*	87.5%
q17b	Not experienced unwanted behaviour of a sexual nature from other colleagues	99.1%	99.4%	100.0%	*	*	94.1%
q21	Feel organisation respects individual differences	73.2%	74.0%	81.1%	*	*	47.1%

Summary

Women and men reported broadly similar outcomes, with women slightly more positive on several indicators. The “prefer not to say” group scored lower, including 47.1% on career progression.

Workforce by Sexual Orientation		Comparator (Organisation Overall)	Heterosexual or straight	Gay or Lesbian	Bisexual	Other	I would prefer not to say
Q	Description	n = 229	n = 197	n = 2	n = 5	n = 2	n = 20
q14b	Not experienced harassment, bullying or abuse from managers	93.4%	95.4%	*	*	*	80.0%
q14c	Not experienced harassment, bullying or abuse from other colleagues	92.1%	92.3%	*	*	*	90.0%
q15	Organisation acts fairly: career progression	54.4%	57.4%	*	*	*	40.0%
q16b	Not experienced discrimination from manager/team leader or other colleagues	96.5%	98.0%	*	*	*	89.5%
q17b	Not experienced unwanted behaviour of a sexual nature from other colleagues	99.1%	99.5%	*	*	*	95.0%
q21	Feel organisation respects individual differences	73.2%	77.2%	*	*	*	45.0%

Summary

Heterosexual staff rated their experience close to or above the organisational average.

As in other categories, “prefer not to say” reported weaker outcomes (e.g., 40% for career progression fairness).

STW Workforce by Religion or Belief		Comparator (Organisation Overall)	No religion	Christian	Buddhist, Hindu, Muslim, Sikh	Any other religion (please specify)	I would prefer not to say
Q	Description	n = 229	n = 89	n = 104			n = 21
q14b	Not experienced harassment, bullying or abuse from managers	93.4%	92.1%	98.0%	*	*	81.0%
q14c	Not experienced harassment, bullying or abuse from other colleagues	92.1%	88.8%	95.1%	*	*	85.7%
q15	Organisation acts fairly: career progression	54.4%	52.8%	65.4%	*	*	28.6%
q16b	Not experienced discrimination from manager/team leader or other colleagues	96.5%	98.9%	98.1%	*	*	90.0%
q17b	Not experienced unwanted behaviour of a sexual nature from other colleagues	99.1%	100.0%	99.0%	*	*	95.2%
q21	Feel organisation respects individual differences	73.2%	78.7%	78.8%	*	*	42.9%

Summary

Christian, no-religion, and minority-faith groups reported experiences broadly aligned with or better than organisational averages. Minority-faith staff reported particularly strong scores on several indicators. However, the “prefer not to say” group again reported low levels of fair treatment (28.6% for career progression).

STW Workforce by Directorate		Comparator (Organisation Overall)	Corporate & Communications	Delivery	Executives & Governing Body	Finance, Comm, Cont and Perf	Med, Prim Care, Dig & Pharm	Nursing & AACC	People & Training	Strategy and Develop
Q	Description	n = 229	n = 14	n = 30	n = 10	n = 44	n = 45	n = 66	n = 11	n = 9
q14b	Not experienced harassment, bullying or abuse from managers	93.4%	78.6%	100.0%	100.0%	88.6%	93.2%	93.8%	100.0%	*
q14c	Not experienced harassment, bullying or abuse from other colleagues	92.1%	85.7%	86.7%	90.0%	95.5%	95.5%	89.4%	100.0%	*
q15	Organisation acts fairly: career progression	54.4%	42.9%	53.3%	80.0%	72.7%	31.1%	54.5%	70.0%	*
q16b	Not experienced discrimination from manager/team leader or other colleagues	96.5%	100.0%	96.6%	100.0%	95.5%	95.6%	95.5%	100.0%	*
q17b	Not experienced unwanted behaviour of a sexual nature from other colleagues	99.1%	100.0%	100.0%	100.0%	97.7%	97.8%	100.0%	100.0%	*
q21	Feel organisation respects individual differences	73.2%	71.4%	76.7%	90.0%	81.8%	64.4%	68.2%	90.0%	*

Summary

Staff experience differs across directorates, indicating local leadership and culture are key determinants of staff wellbeing:

- Corporate & Communications reported lower results, particularly 78.6% for not experiencing harassment from managers.
- Finance, Commissioning, Contracting & Performance show strong results across most indicators, including multiple 100% scores.
- Med, Prim Care, Dig & Pharm showed weaker perceptions of career progression (Q15) 31.1 % and organisational respect, with Q21 at 64.4%.

- Executives & Governing Body along with People and Training report consistently strong experiences, albeit with small staff numbers.

Directorate variation highlights the need for localised cultural improvement plans rather than a single organisational approach.

Overall Summary

Overall, Staff Survey evidence demonstrates that the ICB maintains strong organisational level performance on key behavioural indicators. However, disaggregated results highlight inequalities most notably for minority ethnic staff, disabled staff (in relation to discrimination), and individuals who choose not to disclose protected characteristics. Directorate level variation further reinforces the need for targeted cultural and leadership interventions.

This evidence will inform the ICB's actions to eliminate discrimination, advance equality of opportunity, and foster good relations across its workforce in line with PSED requirements.

ICB corporate communications and involvement – Staff

We keep our workforce engaged and informed through a range of activities, including:

- Team Huddle – usually held via Microsoft Teams fortnightly on a Tue. If an urgent communication is needed, we will arrange a special Team Brief
- Regular Messaging –
 - for sharing key messages about process, policy and system updates
 - a message directly from the Chief Executive Officer, Simon Whitehouse. These are stored on the intranet – Shro & Tel.
 - monthly meetings with staff/partner representatives for the sharing of feedback and organisation updates.

ICB priorities for 2026/2027

As the ICB enters 2026–27, a key organisational priority will be progressing the next phase of the **ICB Reform Blueprint** and operationalising the newly formed cluster between **Shropshire, Telford & Wrekin (STW) ICB** and **Staffordshire & Stoke-on-Trent (SSoT) ICB**. This new cluster arrangement creates an opportunity to strengthen consistency, reduce duplication, and develop a shared approach to equality, diversity and inclusion (EDI) and the Public Sector Equality Duty (PSED). Establishing common standards, governance expectations and ways of working will be central to ensuring both ICBs operate with clarity, fairness and transparency in how workforce decisions are made.

During 2026–27, the ICB will focus on aligning policies, data practices, leadership responsibilities and cultural expectations across the cluster to create a coherent and collaborative EDI-PSED agenda. The intention is to build a shared framework that supports inclusive employment practices, improves workforce experience, and ensures that both ICBs continue to meet their statutory duties while adapting to the evolving reform landscape. This work will require sustained engagement, careful change management and a continued emphasis on staff wellbeing and communication throughout the transition.

Future Joint Reporting Intentions:

From 2026, STW and SSoT ICBs will move to a single cluster workforce profile and implementation of a joint equality objective and action plan following completion of the MoC.