

Cora Health
Norwich Clinic

Workforce Race Equality Standard (WRES) Report 2026

The results in this report reflect Cora's continued commitment to building an inclusive workforce where every colleague feels valued, respected, with a sense of belonging and able to thrive.

The results show encouraging progress across several indicators, providing a strong foundation from which to sustain positive change and further strengthen race equality across Cora.

The 2026 WRES report is for 2 years, 2025 and 2026, across Cora's integrated community services, diagnostics and surgical services workforce.*

***Please note**

The WRES information in this report is based on the NHS WRES format, using data that is available at the time of reporting.



WRES Indicator 1: Overall Workforce

Table 1: Comparison of BAME colleagues 31st March 2025 and 31st March 2026

	2025 BAME Workforce Headcount	2025 BAME Workforce %	2026 BAME Workforce Headcount	2026 BAME Workforce %
Total Workforce	281	19.89%	319	21.97%

Table 2: Comparison of total workforce by ethnicity 31st March 2025 and 31st March 2026

	2025	2026	Change
BAME	19.89%	21.97%	2.08% Increase
White	48.97%	51.38%	2.41% Increase
Not Disclosed	31.15%	26.65%	4.50% Decrease
Total Headcount	1413	1452	2.76% Increase

Table 3: Percentage comparison of workforce analysed, by Clinical and Non-Clinical colleagues, pay band and ethnicity 31st March 2025 and 31st March 2026

	2025			2026			Movement Comparison- +/-		
Pay Band	BAME	White	Not Disclosed	BAME	White	Not Disclosed	BAME	White	Not Disclosed
Clinical									
Non-Management	14.93%	21.16%	19.96%	16.46%	20.59%	16.67%	1.53%	-0.57%	-3.29%
Managers	0.92%	4.60%	1.84%	1.03%	4.48%	1.86%	0.11%	-0.12%	0.02%
Senior Managers	0.07%	0.14%	0.14%	0.00%	0.07%	0.07%	-0.07%	-0.07%	-0.07%
Non-Clinical									
Non-Management	3.61%	17.41%	5.87%	3.93%	20.04%	5.30%	0.32%	2.63%	-0.57%
Managers	0.35%	3.96%	2.26%	0.55%	4.48%	1.93%	0.20%	0.52%	-0.33%
Senior Managers	0.00%	1.70%	1.06%	0.00%	1.72%	0.83%	0.00%	0.02%	-0.23%

Recruitment

Table 4: Recruitment for the period 1st April 2024 – 31st March 2025

	Applicants	Shortlisted	Appointments	Likelihood of Appointment
BAME	1167	139 (11.91%)	27	0.19
White	881	175 (19.86%)	52	0.30
Not Disclosed	41	5 (12.20%)	1	0.20

Table 5: Recruitment for the period 1st April 2025 – 31st March 2026

	Applicants	Shortlisted	Appointments	Likelihood of Appointment
BAME	3843	799 (20.79%)	101	0.13
White	2291	584 (25.49%)	171	0.29
Not Disclosed	130	32 (24.62%)	7	0.22

WRES Indicator 3: Disciplinarys

(Data is reported over a 2-year period)

Between April 2024 and March 2026 there were 33 formal disciplinary cases. 17 (52%) of which involved white colleagues, 10 (30%) BAME and 6 (18%) not disclosed.

In comparison with the overall workforce, 51% white colleagues (52% disciplinary) and 22% BAME (30% disciplinary).

WRES Indicator 4: Non mandatory training

	2024/2025	2025/2026
Number of colleagues	281 BAME (19.89%) 692 White (48.97%)	319 BAME (21.97%) 746 White (51.38%)
Based on the above figure, number of colleagues accessing non-mandatory training and CPD	129 BAME (45.91%) 432 White (62.43%)	211 BAME (66.14%) 603 White (80.83%)
Relative likelihood of white colleagues accessing non-mandatory training and CPD compared to BAME colleagues	1.36	1.22

Staff Survey Indicators

WRES Indicator 5 – 8 Staff Survey Questions						
	Overall 2024/2025	Overall 2025/2026	BAME 2024/2025	BAME 2025/2026	White 2024/2025	White 2025/2026
1.Percentage of staff who tell us they have experienced harassment, bullying or abuse from patients, relatives or the public in last 12 months	13.24%	11.96%	Data not available: To encourage colleague survey participation and anonymity, colleagues are offered the opportunity to voluntarily provide their ethnicity data, there is insufficient information submitted to report this data.			
2. Percentage of staff who tell us they have experienced harassment, bullying or abuse from staff in last 12 months	6.62%	4.53%				
3. Percentage believing that the organisation provides equal opportunities for career progression or promotion	75.39%	78.69%				
4. In the last 12 months have you personally experienced discrimination at work from any of the following:	5.48%	3.47%				
Manager/ team leader	N/A	N/A				
or other colleagues	5.48%	3.47%	N/A	N/A	N/A	N/A

WRES Indicator 9

	Voting Members 2025/2026	Comparison with the workforce 2025/26
BAME	0.00%	21.97%

Action Plan

Below, you can read what we'll do next:

1. Create safe opportunities for colleague forums for all ethnicities to share experiences, shape actions and strengthen belonging across Cora.
2. Train leaders and teams to recognise bias, listen with curiosity and confidently champion an inclusive culture.
3. Expand mentoring, development and career opportunities for under-represented ethnic groups, strengthening fair progression and leadership representation.
4. Continue to enhance our recruitment processes to take positive action wherever barriers or under represented groups are identified.
5. Continue to monitor ethnicity data across recruitment, learning, progression and retention, celebrating progress and addressing emerging differences early.
6. Share multicultural colleague and patient stories, to promote an inclusive working culture.

