



EQUALITY & DIVERSITY WORKFORCE ANALYSIS

January 2016

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1. Introduction

The Walton Centre NHS Foundation Trust is one of the country's leading specialist centres for neurology and is the only dedicated neuroscience hospital trust in the UK; specialising in neurology, neurosurgery and pain services. Although the majority of patients come from Merseyside, Cheshire, North Wales, Lancashire and the Isle of Man, for some specialist treatments of complex disorders we see patients from all parts of the country, referred by their GPs or other neurologists, neurosurgeons and pain clinicians.

This year the Walton Centre has been confirmed as one of 13 new NHS Vanguard, along with some of the country's best known hospitals such as Moorfields, the Royal Marsden and the Christie. This means the Trust will be one of a select group leading national moves to increase collaboration between hospitals, GPs and community services and improve the quality of care for patients across the country.

As well as taking every step to ensure the best possible patient care the Trust is committed to creating an environment where all employees are equally valued and respected, with equal access to all employment opportunities.

This report collates and analyses the equality profile of all staff employed by the Walton Centre between 1 January 2015 and 31 December 2015. The majority of the data has been drawn from the Electronic Staff Records (ESR) system with some data also being taken from internal databases used for recording training and HR processes. Comparisons have been drawn from the previous year's reports to illustrate any changes and where progress has been made.

The Trust uses this data, alongside internal assessments, to ensure that policies, procedures, practices and organisational culture do not unfairly discriminate against staff based on their protected characteristics. This information is also used to shape the Trust's equality and diversity action plan to improve future outcomes for both staff and patients.

2. Workforce Composition

As of the 31 December 2015 the Walton Centre employed 1334 staff members, an increase of 82 since 2014.

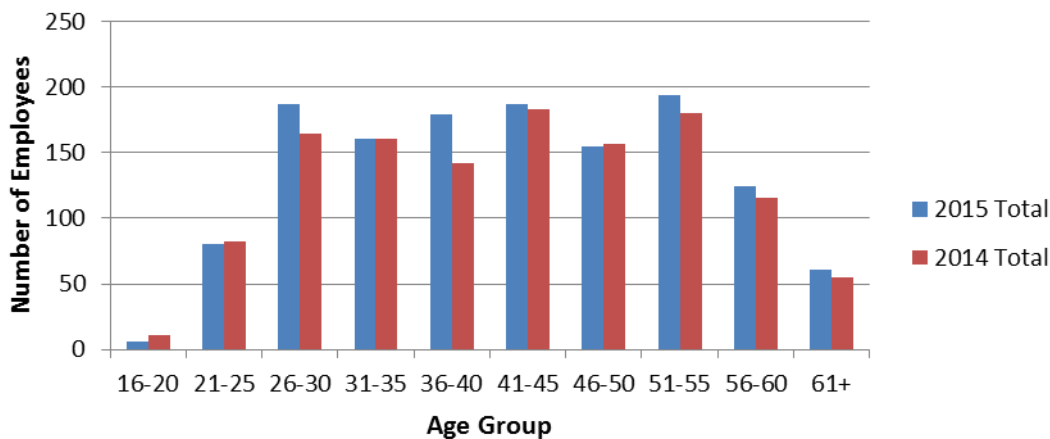
The following subsections break down the workforce by each of the protected characteristics recorded in ESR. A copy of the full data is provided in the Appendices (page 21). Where possible, comparisons have been drawn to the local Liverpool population as reported in the 2011 Census to consider alignment to local demographics.

2.1. Age

Analysis of Overall Workforce

Numbers remain fairly evenly spread between all age groups from 26 through to 55.

Workforce by Age



The numbers of employees within age groups 26-30 and 36-40 have increased the most over the past 12 months by 22 and 37 employees respectively. There has also been an increase of 14 employees in the 51-55 age group. This increase has resulted in this age bracket now representing the highest number of employees (194).

The number of employees aged 30 or under remains constant (20.61% in 2014 and 20.46% in 2015); this remains below the 26.8% reported as between 15 and 29 within the local population (Census, 2011). This lower percentage will be in part due to the level of qualifications required for most posts within the Trust (this can be seen in the breakdown of age by staff group in the Appendix). Despite the further slight decrease in the number of employees aged 20 and under to 0.45% (1.0% in 2013; 0.88% in 2014) the Trust is continuing to promote several programmes to encourage employment of younger age groups, including apprenticeships and collaboration, mentorship and facilitation of an 8 week internship programme with a local school. However, further exploration of the reasons why employees aged 20 and under are leaving may help address this continued decrease.

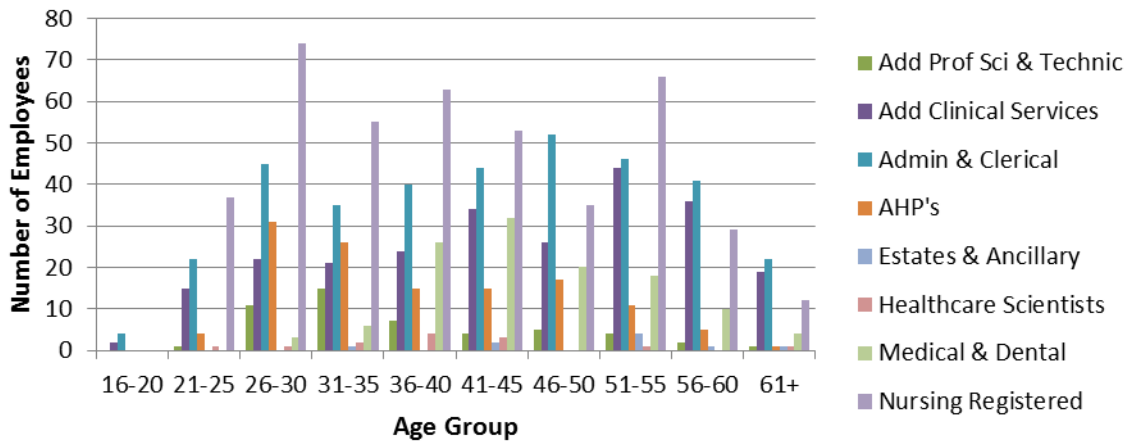
The number of employees aged 46 and above also remains consistent from last year (40.58% in 2014 and 40.08% in 2015). This remains well above the 23.8% reported as between 45 and 64 years in the local population (Census, 2011). As has been noted previously, it is expected that the number of staff within this age bracket will continue to increase as a result of pension changes, economic changes and the ageing nature of the population generally. The Trust is continuing to provide support for this age group e.g. providing annual 'Planning for your Retirement' sessions and updating the Flexible Retirement Policy.

Analysis by Staff Group

Analysis by staff group shows that 25% (107) of Registered Nurses are aged 51 or above, this compares to 24% (99) last year. In comparison, 26% (111) are aged 30 or under compared to 27% (111) last year. The highest individual age group remains 26 to 30 years, in part reflecting the continued recruitment of newly trained nurses.

Age 26 to 30 also represents the highest proportion of Allied Health Professionals (AHP's). Age 51-55 represents the highest proportion of staff for Additional Clinical Services, Admin & Clerical and Estates & Ancillary. Similar to Registered Nurses, 26.9% of Medical and Dental staff are aged 51 or above, this is another increase from 25% last year and 22.8% in 2013.

Staff Group by Age



No analysis has been done between age and salary or age and senior managers/directors since these relationships will always be highly skewed due to the incremental progression within bands and the nature of career pathways.

The Staff Survey results show that 1% of respondents felt that they had been discriminated against because of their age; this remains consistent with last year's results but is below the average for acute specialist Trusts. It is unknown whether this discrimination is from patients, visitors or colleagues.

2.2. Sex

Analysis of Overall Workforce

Females continue to make up the majority of the workforce at 79.9%. This remains unchanged from last year (79.2%) and the previous year (79.5%). This is not consistent with the local population where approximately 50.6% are female (Census, 2011). However, this is similar to the NHS demographics reported by NHS Employers (2014) which state that females make up 77% of the national workforce.

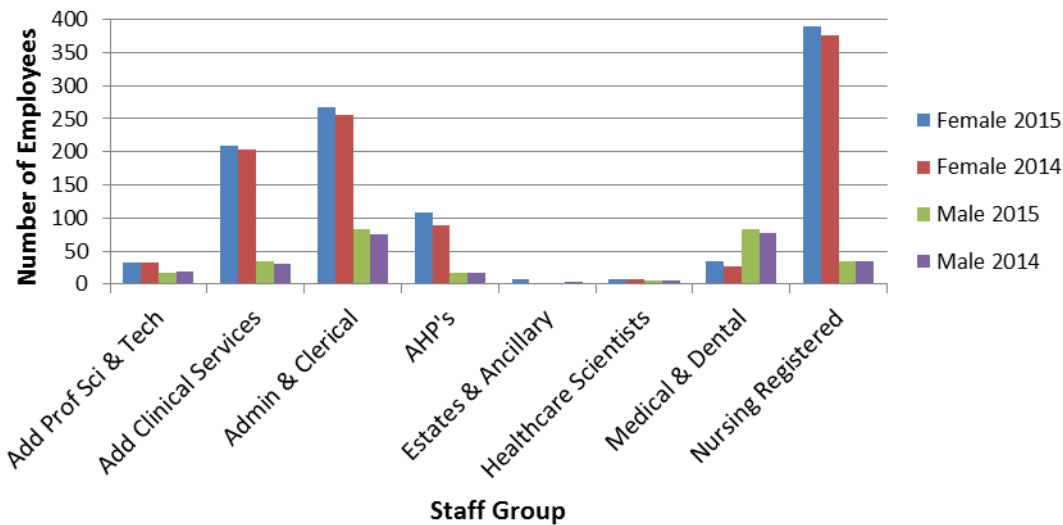
Analysis by Staff Group

Despite their high prevalence across the workforce females only account for 29.4% of the medical workforce. However, this is a notable increase from 25% in 2014, and a continued increase from 23% in 2013 and 17.6% in 2012. This figure is still below the 45% reported by NHS Employers (2014) although it must be taken into account that this figure also included Dental staff and GP's.

The breakdown of senior managers (Bands 8a and above) remains broadly consistent from 2014 and mirrors that of the workforce as a whole with 79.4% being female (77.9% in 2014) and only 20.6% male (22.1%). However, this changes at

Director level (including non-executive Directors) where only 35.7% are female (5 individuals) and 64.3% are male (9 individuals). This remains unchanged from 2014.

Staff Group by Sex



Aside from medical and dental, females represent a higher proportion within all staff groups. This is a slight change from last year when Estates and Ancillary were 100% male; however this is due to the re-categorising of the Supplies and Procurement department which has resulted in the number of females increasing from 0 to 7.

Analysis shows that the most significant split between males and females remains within Registered Nurses where almost 92% are female, this is unchanged since 2014. This is followed by Additional Clinical Services and AHP's where 86% are female.

Analysis of Average Salary

The average salary for females is now higher than the average salary for males for Additional Scientific and Technical and Additional Clinical Services staff groups. However, for all other staff groups the average salary of males is more than the average for females. This is compared to last year when Healthcare Scientists were the only staff group in which females earned more on average. These figures will be affected by the lower number of males in most groups however, this remains on the face of it a slightly concerning finding and further analysis is still needed.

The Staff Survey results show that 1% of respondents reported feeling they had been discriminated against because of their sex; this is an decrease from 3% last year and is in line with the average for acute specialist Trusts. It is unknown whether this is from patients, visitors or colleagues.

2.3. Ethnicity

Analysis of Overall Workforce

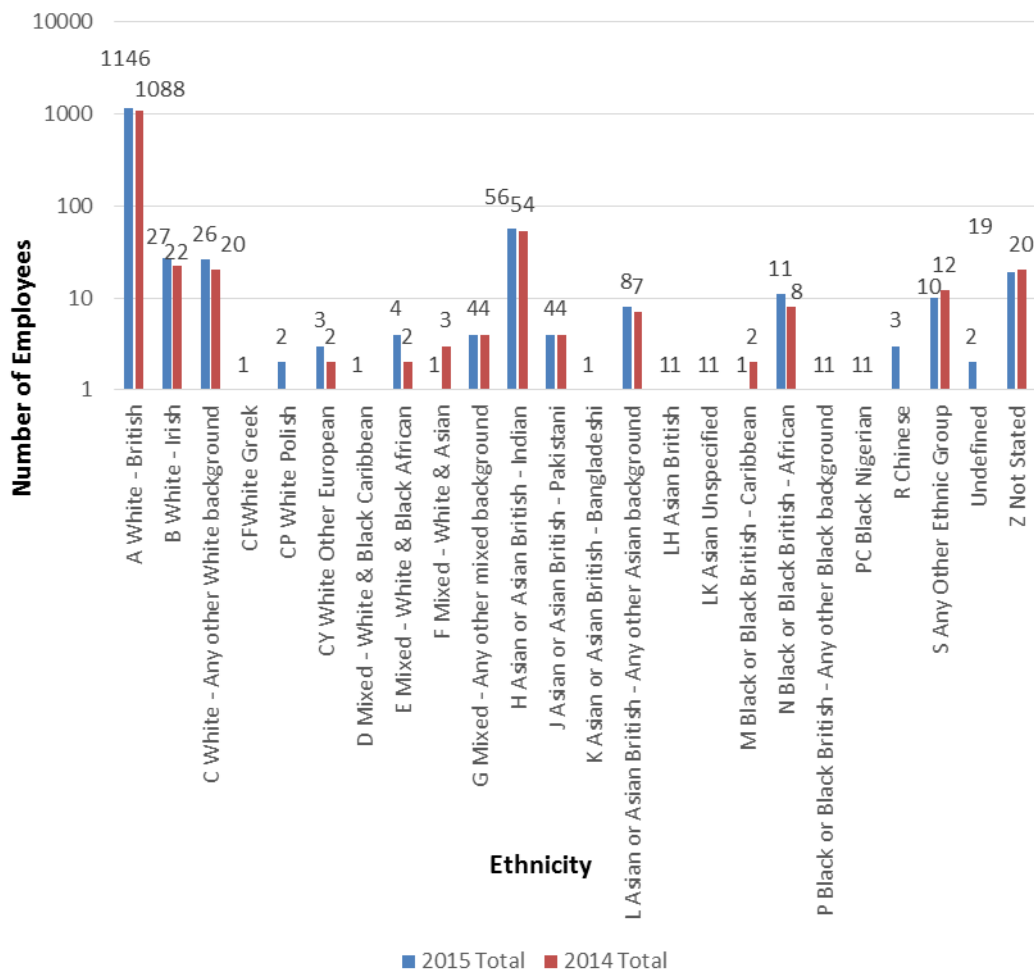
As at 31 December 2015, 89.9% of the workforce identified themselves as White (including White British, White Irish and White Other); this is a slight decrease from 90.3% from last year. Although this figure is higher than the national NHS statistics it

is in line with the Liverpool population where 88.9% are estimated to be White British, Irish or Other (Census, 2011).

By comparison, 8.55% of the workforce identify themselves as Black and Minority Ethnic (BME). This is a continued increase from 8.15% last year. This does remain below that of the Liverpool population where 11.1% are reported to be BME (Census, 2011). 'Asian or Asian British – Indian' remains the highest within the BME groups, although this has reduced slightly to 4.2% from 4.31%.

1.57% of the workforce have chosen not to declare their ethnicity, this remains consistent with the 1.6% last year.

Workforce by Ethnicity



Analysis by Staff Group

The highest proportion of BME staff remains within the medical workforce. At 41.2%, this is a further increase from 38.8% last year, which was in turn an increase on the previous year. This continual increase reflects the difficulties in recruitment of specialist neurological medical staff and the consequential requirements to try to source staff from abroad. The increase may also in part reflect the near completion of a Trust wide data cleanse project.

Registered Nurses remain the second most diverse staff group with BME staff accounting for 10.4%; this is a slight decrease from 10.7% but remains broadly consistent. Whilst this demographic is increasing in many NHS Trusts, due to increased overseas recruitment, this consistent figure reflects the fact that as yet the Walton Centre has not done so.

There have been small increases in the percentage of BME staff within Additional Prof Scientific and Technical, Additional Clinical Services and Admin and Clerical. However, within AHP's, Healthcare Scientists and Estates 100% of staff are recorded as White (including White British, White Irish and White Other).

A further area of concern is that, despite the number of senior managers (Bands 8a and above) increasing by 11 over the last 12 months, there are still no BME staff. This is also true for Directors where 100% are White British. This remains unchanged from last year and is an area undergoing further investigation as part of the Trust's WRES analysis and also part of the WRES action plan.

Analysis of Average Salary

Analysis of average salary by ethnic origin shows that the average salary for employees identifying themselves as BME is higher than for employees identifying themselves as White for Admin and Clerical, Nursing and Medical staff. The average for Additional Scientific and Technical and Additional Clinical Services is higher for staff identifying themselves as White. However, care needs to be taken with this data as BME averages will be highly skewed by one high earner given the smaller numbers of BME staff within the workforce. A full pay audit would need to be carried out for conclusive results.

According to the Staff Survey results, the percentage of staff reporting that they had been discriminated against based on their ethnicity has increased by 1% to 3%. This is in line with the average for acute specialist Trusts but again it is unclear of the origin of this discrimination.

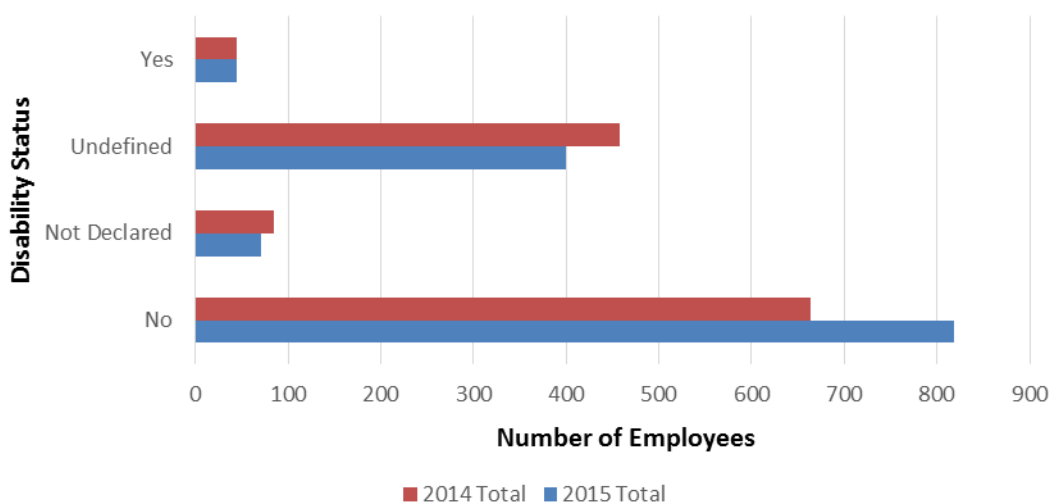
2.4. Disability

Analysis of Overall Workforce

The number of staff whose disability status is unknown has reduced for the fourth year to just under 30%, having been a huge 73.4% in 2012. This is also likely to reflect the near completion of a Trust wide data cleanse project alongside promotion of the reasons why data needs to be collected. The number of employees choosing not to declare has also decreased again from 6.8% to 5.3%.

However, the number of staff declaring a disability has decreased slightly. At 3.3% this remains below the estimates given for the local working age population (16-64 years) where 17.9% identify themselves as having a limiting long-term illness or disability (Census, 2011).

Workforce by Disability



However, in the most recent Staff Survey (2014) 17% of the respondents classed themselves as having a disability which suggests continued under-reporting at Trust level, this is a further increase from 15% reported in the previous results. The Staff Survey also shows that 1% of respondents reported feeling that they had been discriminated against because of a disability; this is an increase from 0% last year. However, the origin of the discrimination is unknown.

Positively, the Staff Survey results show that 86% of employees who answered yes to having a long-standing illness, health problem or disability felt that the Trust has made adequate adjustment(s) to enable them to carry out their work. This is a huge increase from 63% and is well above the average for acute specialist Trusts at 74%. An individual tailored reasonable adjustment template has just been launched by the Trust to further support staff with disabilities. This will be used by managers and employees when agreeing reasonable adjustments so that both parties have an accurate record of what has been agreed. It will also provide an opportunity for discussion in terms of how the employee's long term condition may affect them in work and what steps should be taken should the employee become ill at work or need to be off sick. Managers will be asked to return these to the HR team which should hopefully allow some central capture of reasonable adjustments made within the Trust.

Analysis by Staff Group

Analysis by staff group shows that the highest number of staff who have declared that they have a disability are within Admin and Clerical (13), Nursing (12) and Additional Clinical Services (10). There are still no employees within Healthcare Scientists who have declared that they have a disability however, this has changed for Estates and Medical staff since last year.

Undefined, although reduced, remains highest for Nursing (37%) and lowest for Medical staff (19%), however not declared is highest within the Medical workforce (14.3%), although this has also reduced since last year.

Analysis of Average Salary

Analysis of average salary shows that employees who have declared they do have a disability on average, earn less than those who have said they do not, or for whom it is unknown. However, this could reflect the level of job carried out or the number of hours worked, which is often less as a form of adjustment. Further analysis will take place to review pay discrepancies as per the Trust's current equality objectives.

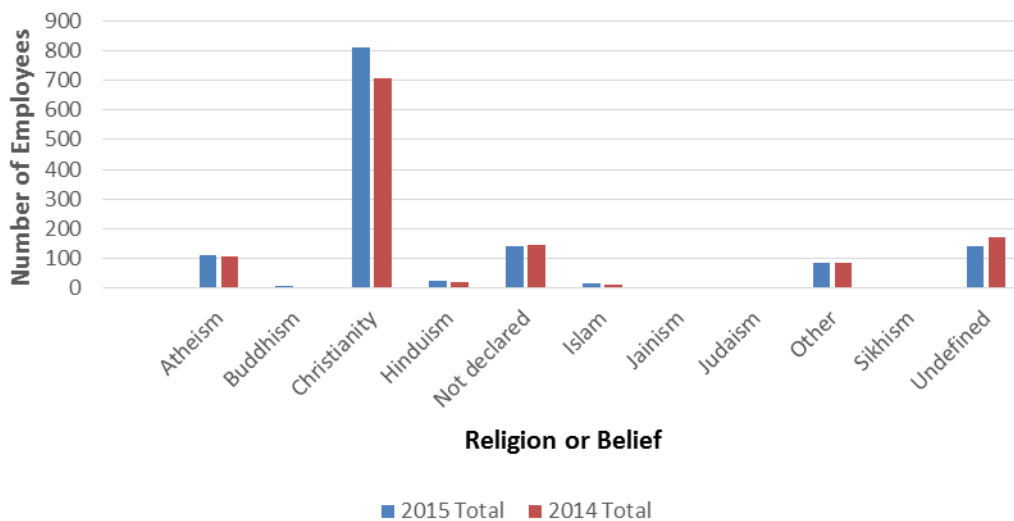
Only one of the senior managers (Bands 8a and above), and none of the Directors, are listed as having a disability; however 45 senior managers and 5 Directors do remain unknown or have chosen not to disclose.

2.5. Religion or Belief

Analysis of Overall Workforce

Christianity remains the most prevalent religion/belief at 60.9%, a continued increase from 56.4% last year and 49.3% in 2013. However, this is still lower than the demographic figure for Liverpool of 71% (Census 2011). This continued increase is again likely to be due to the near completion of a Trust wide data cleanse project which has seen a continued decrease in unknown and not declared, from 13.8% to 10.4% (originally 27.3% in 2012) and 11.7% to 10.4% respectively.

Workforce by Religion or Belief



Analysis by Staff Group & Average Salary

There does not appear to be any particular pattern with regard to religion or belief across different staff groups, including senior managers and Directors, or across average salaries.

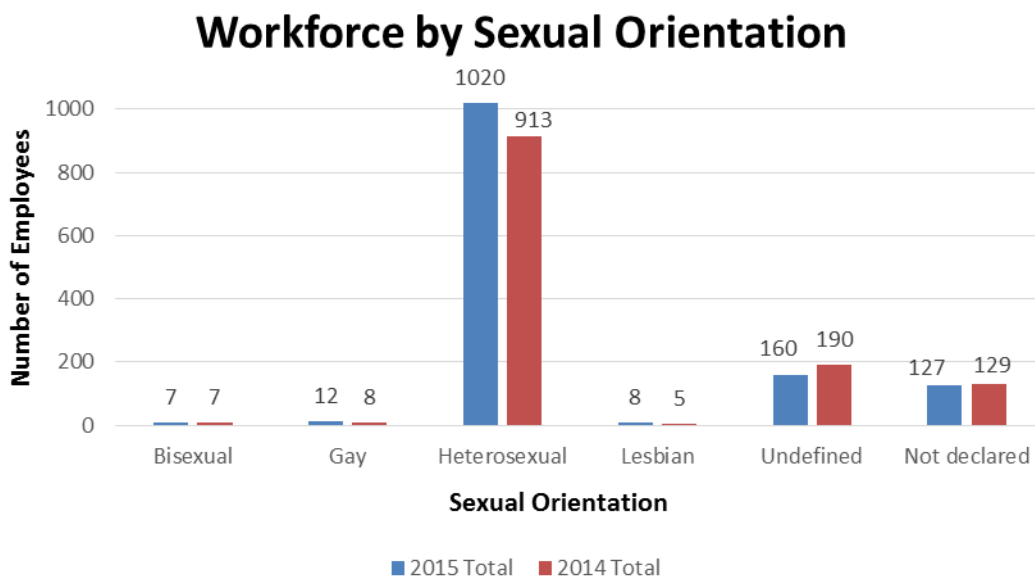
In the most recent Staff Survey 1% of respondents reported feeling that they had been discriminated against because of their religion or belief, this is an increase from 0% last year. Again this could be from patients, visitors or colleagues but no concerns have been reported to HR.

2.6. Sexual Orientation

Analysis of Overall Workforce

The percentage of the workforce identifying themselves as heterosexual has increased again to 76.5% (72.9% in 2014 and 64.2% in 2013). The number of employees identifying themselves as gay and lesbian has also increased, whilst bisexual has remained consistent. These increases are again likely to be due to the data cleanse project as the number of employees not wishing to declare, and the number recorded as unknown, have further decreased.

Although there is limited information available for the local Lesbian, Gay and Bisexual (LGB) population the Government has estimated that 5-7% of the National population identify as LGB. Based on this figure, despite the small increases described above, the Trust is underrepresented in relation to LGB. However, it is difficult to draw meaningful conclusions without accurate data for the local community.



Analysis by Staff Group

Analysis by staff group remains consistent with last year. All sexual orientations are represented within Nursing, Additional Clinical Services, Additional Prof Scientific & Technical and Admin & Clerical areas. In comparison, there is very limited variation shown within Estates, Healthcare Scientists and Medical staff. For these areas, only heterosexual is recorded, although there are a number of 'undefined' and 'do not wish to disclose' which could be skewing this, particularly within Medical & Dental. Senior managers and Directors also have fairly limited variation, although there has been a slight increase for senior managers in the last 12 months. Again, a large percentage has chosen either not disclose or not to report their sexual orientation (24.7%) which could also skew this analysis.

Analysis of Average Salary

There does not appear to be any obviously variation in average salary based on sexual orientation. However, due to the small number of reported LGB staff, this would need closer analysis to establish if there are any underlying concerns.

Despite the gaps in some areas the most recent Staff Survey shows that 1% of respondents reported feeling that they had been discriminated against because of their sexual orientation, this is an increase from 0% last year. Again this could be from patients, visitors or colleagues.

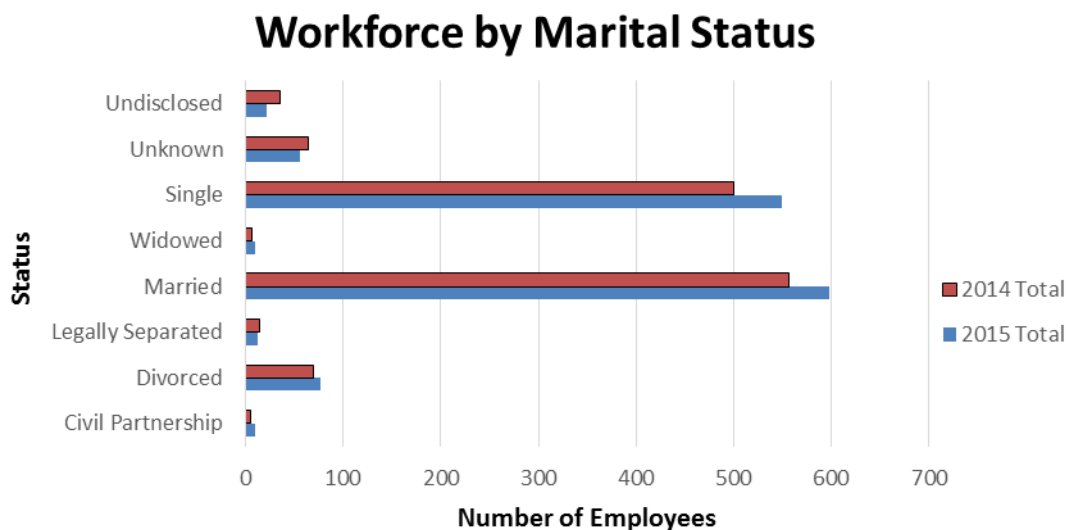
2.7. Gender Reassignment

The Trust does not currently collect data regarding gender reassignment due to the limitations on the storing of this data. It is hoped that the national system will be updated to allow the storing of this information in the future.

Although data cannot be recorded the Trust does provide support for trans staff; including information on all adverts placed on NHS jobs regarding alternative options for completion of DBS documentation, a Transgender Staff Support Policy and specific transgender awareness training sessions to increase understanding amongst staff. On the back of some of this work the Trust successfully achieved the Navajo charter mark this year (see Section 10).

2.8. Marital Status

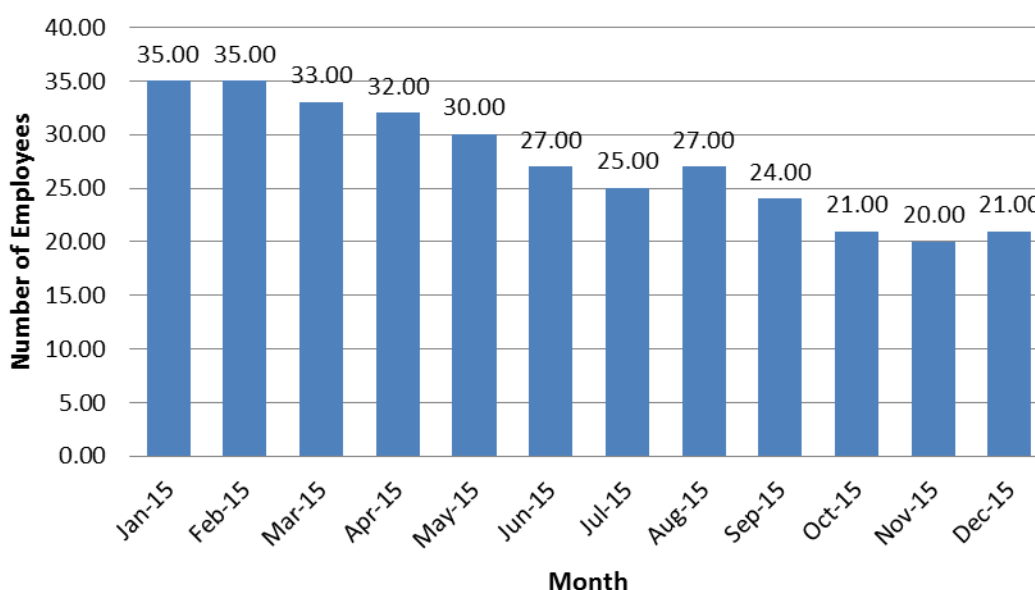
There is minimal difference between the number of staff recorded as single and the number recorded as married. The number of staff for whom the Trust has no marital status recorded has decreased for the third year running (10.4% in 2013 to 5.85% in 2015).



2.9. Pregnancy and Maternity

As of 31 December 2015 a total of 21 employees were recorded as being on maternity leave. This has varied from 35 down to 20 over the last 12 months, with an average of 27.5 employees off per month. As per NHS terms and conditions the Trust offers enhanced occupational maternity pay, paternity pay and adoption pay to all staff after a qualifying period of service.

Number of Staff on Maternity Leave



The Trust has updated the Maternity, Maternity Support (Paternity) and Adoption Policy this year in light of recent legislation changes and to make the process, pay entitlements and calculations clearer for staff. A separate Shared Parental Leave Policy has also been developed to clearly advise staff of their different options and the processes required should they wish to utilise this new entitlement. These new policies were communicated out to staff and training sessions have been offered to support managers.

3. Recruitment

The in-house recruitment team continues to use NHS jobs to advertise and recruit to vacancies. This system allows the Trust to capture monitoring information and also provides applicants with information about the Equality Act 2010, including protected characteristics and discrimination.

Although monitoring information is collected from applicants, recruiting managers are unable to see these details. Until shortlisting has taken place recruiting managers are also unable to view the individual's name and right to work status. The aim of this is to prevent managers not shortlisting an applicant because they may require a work permit, and thereby indirectly discriminate.

The Trust remains a Two Tick accredited employer, and therefore continues to guarantee an interview to all applicants who declare that they have a disability and who meet the essential criteria for the vacancy. This is demonstrated by the higher percentage of shortlisted/applied for staff declaring they have a disability (39.4%) compared to those stating they do not have a disability (27.6%). The percentage of staff with a disability going on to appointment (10%) is however lower than for applicants stating they do not have a disability (22.7%) or not disclosing (28%). Whilst this looks poor on initial viewing the data will be skewed because of the guaranteed interview. This is because once at interview it becomes a level playing field and some of the other candidates shortlisted are likely to also have desirable

skills or experience which will benefit them in the interview, whereas individuals using the guaranteed interview scheme may not as they do not need to in order to be shortlisted.

Detailed data showing the breakdown of all applicants, shortlisted candidates and appointed applicants, between 1 January and 31 December 2015, by each of the protected characteristics recorded on NHS jobs, can be found in the Appendices. The system does not record gender reassignment or pregnancy and maternity.

General analysis shows that the majority of applications are from females (72.9%), in line with national NHS figures. Females are very slightly more likely to be shortlisted than men, based on percentage shortlisted compared to applied (28.9% and 26.0%). However, men are just as likely to be appointed from shortlisting as females, based on the percentage appointed compared to shortlisted (22.1% and 22.3%). Overall there is very little difference but females are 0.7% more likely to be appointed from application than males.

In relation to ethnic origin, the percentage applied to appointed is 8.4% for White applicants compared to 5.2% for BME. The percentage appointed from shortlisting however is broadly similar, at 27.5% (White) and 26.3% (BME). The lower percentage appears at the applied to shortlisted stage (29.8% and 21.8%) however, it is important to note that recruiting managers do not see personal details at this stage nor the individual's right to work status. One reason for this reduced percentage for BME applicants may be qualification level or registration status.

Analysis by age is limited to applied and shortlisting as the age groups used on NHS Jobs do not match those stored in ESR (where the appointed data is drawn from to make comparisons). Based on the data available those under 18 (50%) and those over 70 (100%) were most likely to be shortlisted from applied; however the small numbers will likely skew this. All other age groups were fairly consistent.

Analysis by religion or belief shows no significant discrepancies; the only anomaly being a higher percentage of applied to appointed for Buddhism, this is something that was also noted last year.

In terms of sexual orientation; gay, heterosexual and undisclosed are all consistent at around 6%. Bisexual is slightly below this at 4.9% and Lesbian is much higher at 11.1%. This is a change from last year where Lesbian had a lower percentage than other groups. Again, these figures will be affected by the small numbers and these details are unknown to the recruiting manager, unless the candidate should choose to inform them for any reason.

Finally, no concerning differences were noted in terms of marriage and civil partnership.

4. Promotions

Between 1 January and 31 December 2015, 127 employees have increased by one band or more. This could be due to either a promotion, acting up period or a re-banding exercise. This is a slight decrease of 147 last year but still remains much

higher than previous years (54 in 2013) and continues to reflect good development and growth of internal talent.

Of the 127 staff promoted 80.3% were female; this is an increase from 77.6% but is broadly in line with the overall demographics of the workforce. Of those promoted 7.9% were from a BME background. This is an increase from 3.4% last year and is broadly in line with the percentage of BME staff within the organisation as a whole. This is a positive finding in relation to progression of BME staff. It is worth pointing out that the data shows that there have been two White Greek members of staff who have received a promotion however the workforce demographics show only 1 individual. This will be because the demographics are a snapshot as at 31 December 2015 but the promotions are across the whole year. This would suggest 1 member of staff must have received a promotion but subsequently left.

The percentage of promoted staff recorded as having a disability was 9.45%. This is significantly above the Trust workforce figure of 3.30% and a huge increase from 2.7% last year. Promotions by age show that 26-30 are most likely to be promoted and the number gradually decreases through the subsequent age groups, whilst this doesn't mirror the Trust demographic per se it is perhaps typical of career pathways. The figures for LGB are in line with the Trust demographics at 2.4% of promotions; an increase from only 0.6% last year. Full analysis against can be found in the Appendices.

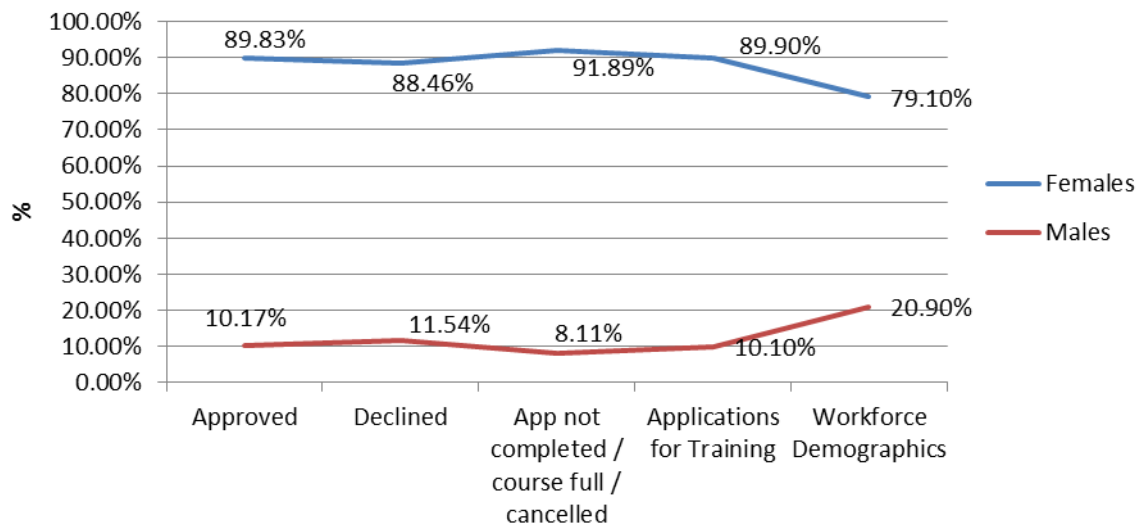
The most recent Staff Survey results show that 87% of respondents felt that the Trust provides equal opportunities for career progression or promotion. Unfortunately this has decreased slightly from 92% and is slightly below the specialist acute Trust average at 90%. This response is lowest for Nursing and Healthcare Assistant at 70% which may be because of the limited career progression within this area, due to the nature of the role. These figures are consistent regardless of age but there is a discrepancy between people with a disability (83%) and those without (89%), as well as for men (93%) and females (87%). Both of these results contradict the actual promotion data where the proportion of people promoted in the last 12 months with a disability is well above the Trust demographics, and the number of females promoted is also slightly about the Trust demographics. However, this is the 2014 staff survey responses so these scores may have improved when we receive the 2015 data in February.

5. Training and Development

A total of 407 applications were made by non-medical staff for non-mandatory training courses between 1 January and 31 December 2015, a very slight increase from 401 last year. Of these, 344 were approved, 26 were declined and 34 were either not completed or the course was cancelled or fully booked.

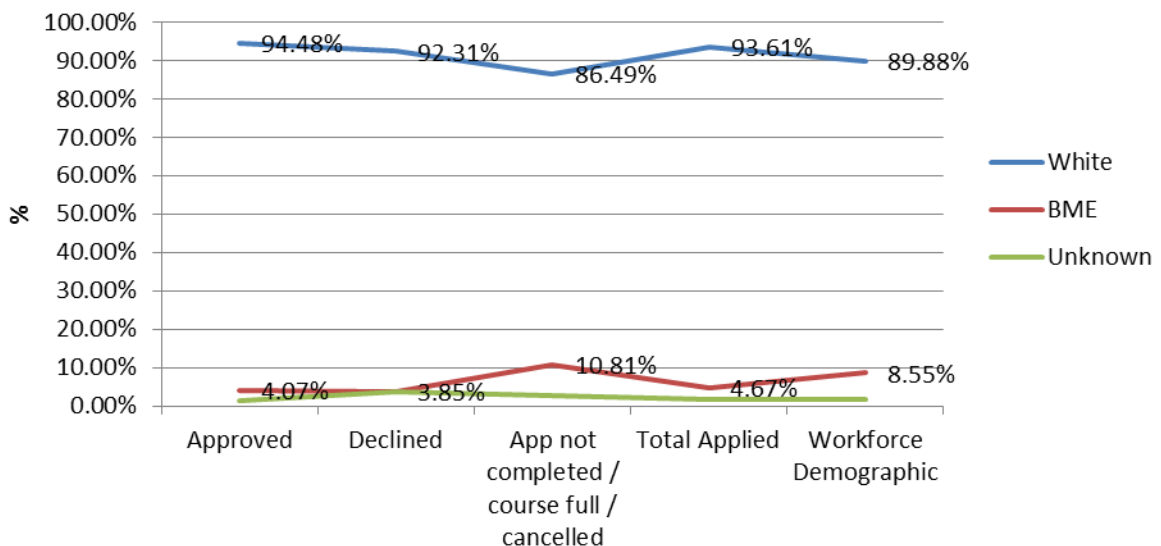
There is an over-representation of females and an under-representation of males applying for training courses compared to the workforce demographics.

Comparison of Training and Workforce Demographics by Sex



This is also true for ethnic origin, where the percentage of White staff are over-represented and BME staff are under-represented, compared to the overall workforce demographics. This is an area identified in the WRES and is being explored to try and determine why this may be. There does not appear to be any difference between approved and declined by ethnicity however, the percentage of BME staff whose application was not completed or the course was full / cancelled is much higher. This is something which should also be explored further.

Comparison of Training and Workforce Demographics by Ethnicity



The percentages of applications by age group, sexual orientation and religion or belief are all comparable with the workforce demographics. The percentages by disability are also broadly in line with overall demographics, albeit with a slight under-representation for staff without a disability. Pleasing there are also no employees recorded as having a disability who fall into the application not completed or course

full / cancelled category, confirming there are no underlying issues in terms of completing documentation.

It is important to note that this year is the first year all protected characteristics, as recorded in ESR, have been able to be analysed. This is due to improvements in the data recorded by the Training & Development Department. Further improvements are being made which will also allow analysis of PDR's in the future.

Analysis of medical training data has also been possible this year due to improved recording. A total of 455 applications were made, all of which were approved however, due to some gaps in recording, 83 of these cannot be analysed which has impacted on the accuracy of the conclusions which can be drawn as everything looks to be under-represented compared to medical workforce demographics as a whole. These have been recorded as 'data incomplete' in the raw data. Due to an error in the data, age has also not been reported.

6. Pay

The Trust uses the Agenda for Change job evaluation scheme to ensure that all jobs are banded fairly and equally. The Trust has implemented a new checking stage prior to advertisement to ensure that all jobs have been banded correctly. Further work is underway to compile a clear electronic database of all job descriptions which have been matched or evaluated as currently the majority is still in paper form.

The Agenda for Change pay scale sets out clear amounts for basic salary for all bands, including incremental progression in line with length of service. This process helps to ensure equal pay across all employees. Medical staff also have a system which aligns different role types with defined salaries and progression scales.

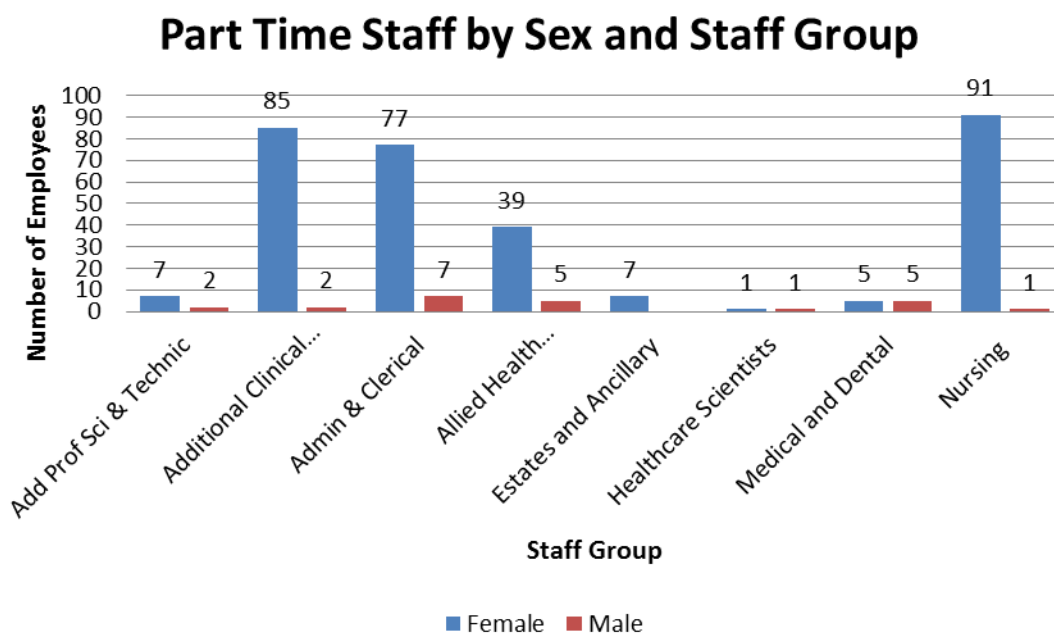
When a new employee, who has not worked in the NHS previously, commences with the Trust if their previous experience is relevant to the role they are applying for they could be placed on a higher point of the scale. The point they would be placed on would be no higher than the equivalent number of increment points to comparable years' experience. This must be determined by the HR Department and agreed with Finance prior to confirmation.

However, the Trust is aware that there are additional earnings (i.e. enhancements, overtime etc.) which although standardised could result in certain individuals earning more than others.

Last year the Trust reported that it was aiming to carry out a pay audit over the next 12 months to ensure there were no notable gaps. Unfortunately this has not yet happened due to limited resources, however, it is still part of the Trust equality action plan. The Trust is hoping to take a staged approach, beginning with an audit of male and female pay before extending the scope to the other protected characteristics. However, in the interim, analysis of average salary has been done by each of the workforce demographics discussed above.

7. Flexible Working

The profile for flexible working shows that 74.9% of employees work full time (37 hours per week or more) with 25.1% of staff working part time. This remains consistent with previous year's figures. Of this number 93% are female; this also remains unchanged from last year and is likely to reflect the fact that females are more likely to be carers and/or have primary responsibility for childcare, therefore requiring more flexible working arrangements to support this. The percentage of employees working part time is highest within Additional Clinical Services, Estates and Ancillary and AHP's.



In reality the level of flexible working is probably much higher within the Trust as it is known, but unrecorded, that a large number of staff work compressed hours.

8. Employee Relations

The Trust monitors the protected characteristics (as recorded on ESR) for all individuals involved in disciplinarys, grievances, bullying and harassment and capability cases. Between 1 January 2015 and 31 December 2015 there were a total of 21 cases, this compares to 27 cases last year and 31 the previous year.

Due to the small number, cases have been grouped together to avoid identification of individuals, some demographics have also had to be grouped together for the same reason. Those recorded as "N/A" are where there has been a group case. Although it is difficult to look for patterns due to the small number of cases there do not appear to be any alarming findings. There is a slightly higher proportion of BME staff compared to the workforce demographics (9.52% compared to 8.55%), there is also a higher percentage of individuals with a disability compared to the workforce statistics and finally a higher proportion of males compared to the percentage within the workforce, which has continued for the second year. However, a review of the cases has confirmed that all were necessary and appropriate, or raised by the individual themselves. Therefore, there is no concern of detrimental treatment at this

time. However, the HR Department will continue to monitor these statistics going forward to ensure that this is not a continued theme. Full data can be found in the Appendices.

9. Staff Survey Results

The findings from the annual staff survey are broken down by different demographic groups including: age, sex, disability and ethnic background. The full findings can be found in the appendices however some differences to note include:

- **Age** – Staff aged 16-30 were 8% more likely to report that they had received job-relevant training, learning or development in last 12 months. Staff aged 31-40 were much more likely to report having had a well-structured appraisal at 60% compared to an average of 38.6%. However, 43% of staff aged 51+ reported that they had suffered work-related stress in last 12 months; this is considerably higher than for other ages for the second year.
- **Ethnic Origin** – BME staff are 15% more likely to report that they received job related training, learning or development in the last 12 months and are nearly 30% more likely to feel they have had a well-structured appraisal in the last 12 months. This is a similar finding to previous year's results. BME staff are also less likely to feel that they have suffered work related stress. However, the percentage of BME staff reporting that they have experienced discrimination at work in the last 12 months is still higher than for White staff (15% compared to 9%) although this has decreased from previous results. Despite this there is no difference in terms of experiencing bullying or harassment, or in belief regarding the Trust providing equal opportunities for career progression or promotion. This area will be explored further with the BME Network group, following analysis of the WRES.
- **Disability** – Staff with a disability were nearly 10% more likely to report that they felt satisfied with the quality of work and patient care they were able to deliver however, were much less likely to feel that they were able to contribute towards improvements at work (51% compared to 76%). Staff with a disability were also more likely to report that they had felt under pressure to attend work when feeling unwell. It is hoped that the launch of the Tailored Reasonable Adjustment Template will help to reduce this as it will provide a clear agreement of arrangements in place to support individuals with a disability, where this has been declared. Perhaps on a similar note, staff with a disability are also over 10% more likely to report having experienced work related stress within the last 12 months. This is a theme which has continued from last year's results and requires further investigation. Finally, there are also increased scores for experiencing physical violence from patients, relatives or the public in last 12 months for staff with a disability. Whilst this wasn't something noted last year further investigation into a few of these issues is recommended.

10. Progress & Achievements

- Successfully awarded the Navajo Charter Mark following a rigorous assessment process. This is an equality mark sponsored by In-Trust Merseyside & Sefton Embrace and supported by the LGBTI Community networks across Merseyside. It is a signifier of good practice, commitment and knowledge of the specific needs, issues and barriers facing lesbian, gay, bisexual, and transgender (LGBT) people in Merseyside. Navajo looks at employment practices and how services are inclusive for LGBTI people. The assessment looked at the following 5 areas:
 - Practices and Policies
 - Training
 - Staff Recruitment and Engagement
 - Monitoring
 - Service Users & LGBT Engagement
- Establishment of BME Network group, following analysis of WRES data and the need for a deeper understanding of the results. The first meeting is due to take place in March 2016 which is a major achievement as the Trust has previously been unable to set up sustainable staff networks.
- The Walton Centre has been named as one of the best places to work in the Health Service Journal's Best Places to Work 2015 Awards. The Trust was named as runner-up in the specialist Trust category – one of five categories in the prestigious awards event, putting the Walton Centre in the top ten of NHS employers nationally. The recognition is based on the results of the NHS Staff Survey and is a huge accolade and a fantastic reflection on our staff and the Walton Centre as a place to work.
- A lecture by the founder of the Mary Seacole Centre for Nursing Practice, an international speaker, Professor Elizabeth Anionwu, took place in April. The talk explored the life of the legendary Crimean War nursing heroine Mary Seacole, and the importance of diversity within the profession and wider NHS.
- The Trust has been identified as one of only twelve exemplar Trusts across the country (the only Trust in the North West) in the area of health and wellbeing. As a result the Trust has been awarded non recurrent funding and support to improve the health and wellbeing of our staff, an initiative identified by Simon Stevens as one of his key priorities for the NHS during 2016.
- A number of new health and wellbeing initiatives have already taken place over the last 12 months:
 - Launch of discounted massage therapy for staff
 - A free six week weight management course giving practical advice on healthy eating, recipes and dealing with temptation
 - Introduction of yoga classes
 - Fruit and veg stall and van visiting the site 3 times a week
 - Further Health & Wellbeing days with various support and discounts
 - Lunchtime sessions looking at reducing stress and increasing resilience

- Launch of revised equality impact assessment form.
- The Trust has run a number of Berwick Sessions with staff over the past 12 months. The aim of which has been to bring our Quality and Patient Safety Strategy to life, covering a number of topics. As well as continuing to host staff listening weeks throughout the year.
- In June 2015 the Trust hosted its fourth annual open afternoon which was another huge success with record attendance at the careers lectures and various stalls and activities.
- In addition to the annual staff survey, staff friends and family tests have continued to take place on a quarterly basis. The results have continued to be extremely positive; at Q4 98.7% of staff reported being extremely likely or likely to recommend the Trust to friends and family if they needed care or treatment (79.2% reporting extremely likely) and 80.5% of staff said they were extremely likely or likely to recommend the Trust as a place to work.

11. Next Steps

- Roll out training to support managers in completing the new equality impact assessment form and ensure this is embedded in all necessary processes.
- Plans to make equality training mandatory for all staff on a three yearly basis.
- Investigate why employment of 16-25 year olds continues to decrease.
- Investigate work related stress, particularly for those over 50.
- Carry out equal pay audits by protected characteristic, starting with sex.
- Explore further initiatives to increase the percentage of BME staff at bands 8a and above.
- Investigate possible causes of staff with a disability reporting higher levels of work related stress and pressure to attend work when unwell.
- Investigate what the causes were for number of application not being completed or the course was full / cancelled for BME staff to ensure this higher figure is not due to any disadvantage.

Appendices

Workforce Demographics

Sex

Workforce by Sex				
Sex	2015 Total	2014 Total	2015 Percentage	2014 Percentage
Female	1055	991	79.09%	79.15%
Male	279	261	20.91%	20.85%
Grand Total	1334	1252	100.00%	100.00%

Directors by Sex				
Sex	2015 Total	2014 Total	2015 Percentage	2014 Percentage
Female	5	5	35.71%	35.71%
Male	9	9	64.29%	64.29%
Grand Total	14	14	100.00%	100.00%

Senior Managers by Sex				
Sex	2015 Total	2014 Total	2015 Percentage	2014 Percentage
Female	77	67	79.38%	77.91%
Male	20	19	20.62%	22.09%
Grand Total	97	86	100.00%	100.00%

Average Salary by Sex				
Staff Group	Female		Male	
	2015 Total	2014 Total	2015 Total	2014 Total
Add Prof Sci and Technic	£36,091.72	£32,911.50	£32,530.11	£33,269.24
Additional Clinical Services	£17,741.10	£14,776.74	£17,615.79	£18,133.33
Administrative and Clerical	£23,684.92	£22,598.26	£24,364.95	£29,607.74
Allied Health Professionals	£32,428.56	£27,501.54	£34,270.94	£29,736.50
Estates and Ancillary	£15,857.86		£21,692.00	£29,771.42
Healthcare Scientists	£43,785.13	£35,115.00	£45,709.20	£33,320.52
Medical and Dental	£74,744.82	£73,030.57	£79,557.28	£78,117.54
Nursing and Midwifery Registered	£30,224.52	£27,504.42	£30,880.60	£28,695.53
Grand Total	£274,558.62	£233,438.02	£286,620.87	£280,651.83

Staff Group by Sex										
Staff Group	Female				Male				Grand Total	
	2015 Total	2014 Total	2015 Percentage	2014 Percentage	2015 Total	2014 Total	2015 Percentage	2014 Percentage	2015	2014
Add Prof Sci and Technic	32	33	64.00%	63.46%	18	19	36.00%	36.54%	50	52
Additional Clinical Services	209	204	86.01%	87.18%	34	30	13.99%	12.82%	243	234
Administrative and Clerical	267	256	76.07%	77.34%	84	75	23.93%	22.66%	351	331
Allied Health Professionals	108	88	86.40%	83.02%	17	18	13.60%	16.98%	125	106
Estates and Ancillary	7	0	77.78%	0.00%	2	3	22.22%	100.00%	9	3
Healthcare Scientists	8	7	61.54%	58.33%	5	5	38.46%	41.67%	13	12
Medical and Dental	35	26	29.41%	25.24%	84	77	70.59%	74.76%	119	103
Nursing and Midwifery Registered	389	377	91.75%	91.73%	35	34	8.25%	8.27%	424	411
Grand Total	1055	991	79.09%	79.15%	279	261	20.91%	20.85%	1334	1252

Senior Managers by Sex										
Staff Group	Female				Male				Grand Total	
	2015 Total	2014 Total	2015 Percentage	2014 Percentage	2015 Total	2014 Total	2015 Percentage	2014 Percentage	2015	2014
Add Prof Sci and Technic	11	11	73.33%	73.33%	4	4	26.67%	26.67%	15	15
Additional Clinical Services	0	1	0.00%	50.00%	1	1	100.00%	50.00%	1	2
Administrative and Clerical	22	19	73.33%	67.86%	8	9	26.67%	32.14%	30	28
Allied Health Professionals	12	10	85.71%	90.91%	2	1	14.29%	9.09%	14	11
Estates and Ancillary	0	0	0.00%	0.00%	0	1	0.00%	100.00%	0	1
Healthcare Scientists	4	2	66.67%	50.00%	2	2	33.33%	50.00%	6	4
Nursing Registered	28	24	90.32%	96.00%	3	1	9.68%	4.00%	31	25
Grand Total	77	67	79.38%	77.91%	20	19	20.62%	22.09%	97	86

Age

Workforce by Age				
Age Band	2015 Total	2014 Total	2015 Percentage	2014 Percentage
16-20	6	11	0.45%	0.88%
21-25	80	82	6.00%	6.55%
26-30	187	165	14.02%	13.18%
31-35	161	161	12.07%	12.86%
36-40	179	142	13.42%	11.34%
41-45	187	183	14.02%	14.62%
46-50	155	157	11.62%	12.54%
51-55	194	180	14.54%	14.38%
56-60	124	116	9.30%	9.27%
61+	61	55	4.57%	4.39%
Grand Total	1334	1252	100.00%	100.00%

Staff Group by Age																						
Staff Group	16-20		21-25		26-30		31-35		36-40		41-45		46-50		51-55		56-60		61+		Grand Total	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Add Prof Sci & Technic			1	3	11	8	15	18	7	5	4	5	5	3	4	8	2	1	1	1	50	52
Add Clinical Services	2	2	15	15	22	18	21	27	24	23	34	34	26	20	44	42	36	37	19	16	243	234
Admin and Clerical	4	9	22	18	45	38	35	37	40	30	44	45	52	52	46	48	41	35	22	19	351	331
AHP			4	5	31	27	26	18	15	12	15	14	17	16	11	8	5	5	1	1	125	106
Estates and Ancillary							1				2				4	3	1		1		9	3
Healthcare Scientists			1	1	1	1	2	3	4	2	3	3			1	1			1	1	13	12
Medical and Dental					3	2	6	3	26	21	32	30	20	21	18	12	10	10	4	4	119	103
Nursing Registered			37	40	74	71	55	55	63	49	53	52	35	45	66	58	29	28	12	13	424	411
Grand Total	6	11	80	82	187	165	161	161	179	142	187	183	155	157	194	180	124	116	61	55	1334	1252

Ethnic Origin

Workforce by Ethnic Origin					
Ethnic Origin	2015 Total	2014 Total	Change	2015 Percentage	2014 Percentage
A White - British	1146	1088	58	85.91%	86.90%
B White - Irish	27	22	5	2.02%	1.76%
C White - Any other White background	26	20	6	1.95%	1.60%
CF White Greek	1	0	1	0.07%	0.00%
CP White Polish	2	0	2	0.15%	0.00%
CY White Other European	3	2	1	0.22%	0.16%
D Mixed - White & Black Caribbean	1	0	1	0.07%	0.00%
E Mixed - White & Black African	4	2	2	0.30%	0.16%
F Mixed - White & Asian	1	3	-2	0.07%	0.24%
G Mixed - Any other mixed background	4	4	0	0.30%	0.32%
H Asian or Asian British - Indian	56	54	2	4.20%	4.31%
J Asian or Asian British - Pakistani	4	4	0	0.30%	0.32%
K Asian or Asian British - Bangladeshi	1	0	1	0.07%	0.00%
L Asian or Asian British - Any other Asian background	8	7	1	0.60%	0.56%
LH Asian British	1	1	0	0.07%	0.08%
LK Asian Unspecified	1	1	0	0.07%	0.08%
M Black or Black British - Caribbean	1	2	-1	0.07%	0.16%
N Black or Black British - African	11	8	3	0.82%	0.64%
P Black or Black British - Any other Black background	1	1	0	0.07%	0.08%
PC Black Nigerian	1	1	0	0.07%	0.08%
R Chinese	3	0	3	0.22%	0.00%
S Any Other Ethnic Group	10	12	-2	0.75%	0.96%
Undefined	2	0	2	0.15%	0.00%
Z Not Stated	19	20	-1	1.42%	1.60%
Grand Total	1334	1252	82	100.00%	100.00%
White	1199	1130	69	89.88%	90.26%
BME	114	102	12	8.55%	8.15%
Unknown	21	20	1	1.57%	1.60%

Senior Managers by Ethnic Origin								
Staff Group	A White - British		B White - Irish		C White - Any other background		Grand Total	
	2015	2014	2015	2014	2015	2014	2015	2014
Add Prof Scientific and Technic	15	15					15	15
Additional Clinical Services	1	2					1	2
Administrative and Clerical	29	27			1	1	30	28
Allied Health Professionals	14	11					14	11
Estates and Ancillary		1						1
Healthcare Scientists	6	4					6	4
Nursing and Midwifery Registered	30	24	1	1			31	25
Grand Total	95	84	1	1	1	1	97	86

Directors by Ethnic Origin				
Staff Group	A White - British		Grand Total	
	2015	2014	2015	2014
Administrative and Clerical	13	13	13	13
Medical and Dental	1	1	1	1
Grand Total	14	14	14	14

Staff Group by Ethnic Origin																		
Ethnic Origin	Add Prof Sci & Tech		Add Clinical Services		A&C		AHP's		Estates & Ancillary		Healthcare Scientists		Med & Dental		Nursing Registered		Total	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
A White - British	46	48	226	221	339	320	116	100	9	3	13	12	42	38	355	346	1146	1088
B White - Irish			1	1	2	2	5	4							19	15	27	22
C White - Any other White background			3	1	2	1	2	2					16	13	3	3	26	20
CF White Greek													1				1	
CP White Polish															2		2	
CY White Other European			2										1	1		1	3	2
D Mixed - White & Black Caribbean													1				1	
E Mixed - White & Black African					1								3	2			4	2
F Mixed - White & Asian				1	1	1										1	1	3
G Mixed - Any other mixed background					2	2							1	1	1	1	4	4
H Asian or Asian British - Indian	2	2	1	1									28	25	25	26	56	54
J Asian or Asian British - Pakistani					1	1							3	3			4	4
K Asian or Asian British - Bangladeshi													1				1	
L Asian or Asian British - Any other Asian background			2	1	1	1							1	1	4	4	8	7
LH Asian British													1	1			1	1
LK Asian Unspecified			1	1													1	1
M Black or Black British - Caribbean															1	2	1	2
N Black or Black British - African	1	1	1	2	1								3	3	5	2	11	8
P Black or Black British - Any other Black background													1	1			1	1
PC Black Nigerian					1	1											1	1
R Chinese													2		1		3	
S Any Other Ethnic Group			3	3									2	2	5	7	10	12
Undefined							2										2	
Z Not Stated	1	1	3	2		2							12	12	3	3	19	20
Grand Total	50	52	243	234	351	331	125	106	9	3	13	12	119	103	424	411	1334	1252
BME Total	3	3	10	9	8	6	0	0	0	0	0	0	49	40	44	44	114	102
BME Percentage	6.0%	5.8%	4.1%	3.9%	2.3%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	41.2%	38.8%	10.4%	10.7%	8.6%	8.2%

Average Salary by Ethnic Origin & Staff Group

Ethnic Origin	Add Prof Sci & Tech		Add Clinical Services		A&C		AHP's		Estates & Ancillary		Healthcare Scientists		Med & Dental		Nursing Registered		Total	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
	A White - British	£35,344.41	£33,497.48	£17,748.64	£15,160.82	£23,822.28	£24,245.73	£33,109.48	£27,875.97	£16,587.13	£29,771.42	£44,525.15	£34,367.30	£85,170.75	£83,384.70	£30,813.99	£27,999.95	£35,890.23
B White - Irish			£15,786.00	£15,013.00	£19,746.00	£18,686.00	£26,304.40	£26,992.25							£27,514.89	£25,165.90	£22,337.82	£21,464.29
C White - Any other White background			£24,142.33	£36,666.00	£36,851.00	£54,998.00	£30,212.50	£29,913.00					£74,344.38	£68,930.92	£25,114.00	£24,094.00	£38,132.84	£42,920.38
CF White Greek																	£47,175.00	£47,175.00
CP White Polish																		£21,692.00
CY White Other European			£16,633.00										£77,605.00	£75,249.00		£22,903.00	£47,119.00	£49,076.00
D Mixed - White & Black Caribbean													£37,822.00				£37,822.00	
E Mixed - White & Black African					£18,468.00								£83,884.00	£82,314.00			£51,176.00	£82,314.00
F Mixed - White & Asian				£14,653.00	£21,692.00	£21,265.00										£15,624.56	£21,692.00	£17,180.85
G Mixed - Any other mixed background					£17,406.50	£12,434.99							£90,263.00	£90,263.00	£22,236.00	£21,478.00	£43,301.83	£41,392.00
H Asian or Asian British - Indian	£30,703.50	£29,295.00	£15,786.00	£15,013.00									£77,934.89	£74,285.23	£28,331.24	£26,165.22	£38,188.91	£36,189.61
J Asian or Asian British - Pakistani					£40,964.00	£39,239.00							£41,883.67	£47,175.00			£41,423.83	£43,207.00
K Asian or Asian British - Bangladeshi													£47,175.00				£47,175.00	
L Asian or Asian British - Any other Asian background			£15,231.50	£14,653.00	£22,236.00	£22,016.00							£75,249.00	£90,263.75	£29,441.75	£28,867.75	£35,539.56	£38,949.94
LH Asian British													£84,667.00	£82,318.00			£84,667.00	£82,318.00
LK Asian Unspecified			£15,100.00	£14,294.00													£15,100.00	£14,294.00
M Black or Black British - Caribbean															£40,964.00	£25,115.22	£40,964.00	£25,115.22
N Black or Black British - African	£28,180.00	£27,901.00	£15,100.00	£10,293.40	£21,692.00								£69,818.00	£63,989.33	£24,958.20	£25,668.92	£31,949.64	£31,963.16
P Black or Black British - Any other Black background													£32,852.00	£31,301.00			£32,852.00	£31,301.00
PC Black Nigerian					£18,468.00	£17,794.00											£18,468.00	£17,794.00
R Chinese													£47,175.00		£28,180.00		£37,677.50	
S Any Other Ethnic Group			£17,152.33	£16,590.67									£93,061.50	£81,778.63	£29,189.40	£27,177.95	£46,467.74	£41,849.08
Undefined							£26,121.50										£26,121.50	
Z Not Stated	£25,047.00	£23,825.00	£15,416.33	£13,631.96		£12,092.90							£81,537.75	£80,076.79	£23,173.00	£19,824.86	£36,293.52	£29,890.30
Grand Total	£34,809.54	£33,042.21	£17,723.57	£15,207.07	£23,838.93	£24,170.08	£32,679.12	£27,881.06	£16,587.13	£29,771.42	£44,525.15	£34,367.30	£78,188.22	£76,833.45	£30,278.68	£27,602.95	£34,828.79	£33,609.44

Disability

Workforce by Disability				
Disability	2015 Total	2014 Total	2015 Percentage	2014 Percentage
No	819	664	61.39%	53.04%
Not Declared	71	85	5.32%	6.79%
Undefined	400	458	29.99%	36.58%
Yes	44	45	3.30%	3.59%
Grand Total	1334	1252	100.00%	100.00%

Senior Managers by Disability										
Staff Group	No		Yes		Not declared		Unknown		Grand Total	
	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015	2014
Add Prof Scientific and Technic	12	11					3	4	15	15
Additional Clinical Services		1					1	1	1	2
Administrative and Clerical	23	22	1	1	1	1	5	4	30	28
Allied Health Professionals	6	4			1	1	7	6	14	11
Estates and Ancillary		1								1
Healthcare Scientists	4	2					2	2	6	4
Medical and Dental										
Nursing and Midwifery Registered	10	9			2	2	19	14	31	25
Grand Total	55	50	1	1	4	4	37	31	97	86

Directors by Disability										
Staff Group	No		Yes		Not declared		Unknown		Grand Total	
	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015	2014
Administrative and Clerical	8	8			2	2	3	3	13	13
Medical and Dental	1	1							1	1
Grand Total	9	9	0	0	2	2	3	3	14	14

Staff Group by Disability																		
Staff Group	No				Yes				Not declared				Unknown				Grand Total	
	2015 Total	2014 Total	2015 %	2014 %	2015 Total	2014 Total	2015 %	2014 %	2015 Total	2014 Total	2015 %	2014 %	2015 Total	2014 Total	2015 %	2014 %	2015	2014
Add Prof Sci & Tech	34	29	68.0%	55.8%	1	2	2.0%	3.9%	1	3	2.0%	5.8%	14	18	28.0%	34.6%	50	52
Add Clinical Services	151	127	62.1%	54.3%	10	10	4.1%	4.3%	15	16	6.2%	6.8%	67	81	27.6%	34.6%	243	234
Admin & Clerical	223	186	63.5%	56.2%	13	14	3.7%	4.2%	15	20	4.3%	6.0%	100	111	28.5%	33.5%	351	331
AHP	82	56	65.6%	52.8%	6	7	4.8%	6.6%	4	4	3.2%	3.8%	33	39	26.4%	36.8%	125	106
Estates and Ancillary	6	2	66.7%	66.7%	1	0	11.1%	0.0%	0	0	0.0%	0.0%	2	1	22.2%	33.3%	9	3
Healthcare Scientists	9	8	69.2%	66.7%		0	0.0%	0.0%	0	0	0.0%	0.0%	4	4	30.8%	33.3%	13	12
Medical and Dental	78	59	65.6%	57.3%	1	0	0.8%	0.0%	17	19	14.3%	18.5%	23	25	19.3%	24.3%	119	103
Nursing Registered	236	197	55.7%	47.9%	12	12	2.8%	2.9%	19	23	4.5%	5.6%	157	179	37.0%	43.6%	424	411
Grand Total	819	664	61.4%	53.0%	44	45	3.3%	3.6%	71	85	5.3%	6.8%	400	458	30.9%	36.6%	1334	1252

Average Salary by Staff Group & Disability										
Staff Group	No		Yes		Not declared		Unknown		Grand Total	
	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015	2014
Add Prof Sci & Tech	£34,986.79	£33,563.70	£25,047.00	£19,619.70	£25,047.00	£20,539.33	£35,773.71	£35,777.24	£34,809.54	£33,042.21
Add Clinical Services	£16,710.82	£14,725.95	£18,116.80	£15,054.28	£17,472.80	£13,698.61	£20,003.48	£16,278.27	£17,723.57	£15,207.07
Admin & Clerical	£23,921.12	£25,328.89	£21,982.62	£19,940.61	£24,071.54	£24,289.04	£23,873.15	£22,727.32	£23,838.93	£24,170.08
AHP	£30,317.95	£26,098.09	£28,355.67	£23,444.94	£34,001.25	£22,279.20	£39,172.09	£31,811.99	£32,679.12	£27,881.06
Estates and Ancillary	£16,589.00	£34,176.50	£15,363.00				£17,800.00	£20,961.25	£16,587.13	£29,771.42
Healthcare Scientists	£43,754.67	£28,988.70					£46,258.75	£45,124.50	£44,525.15	£34,367.30
Medical and Dental	£73,981.39	£71,653.69	£39,693.00		£84,364.59	£79,764.45	£89,014.70	£86,830.12	£78,188.22	£76,833.45
Nursing Registered	£27,748.86	£25,674.20	£27,964.33	£23,725.10	£32,248.16	£25,357.17	£34,020.01	£30,274.19	£30,278.68	£27,602.95
Grand Total	£29,612.58	£28,014.84	£40,333.14	£20,394.81	£32,908.38	£34,758.03	£23,926.16	£29,528.44	£30,975.70	£28,751.84

Religion or Belief

Workforce by Religion or Belief				
Religion or Belief	2015 Total	2014 Total	2015 %	2014 %
Atheism	112	106	8.40%	8.47%
Buddhism	5	1	0.37%	0.08%
Christianity	812	706	60.87%	56.39%
Hinduism	24	18	1.80%	1.44%
Not declared	139	146	10.42%	11.66%
Islam	15	13	1.12%	1.04%
Jainism		1	0.00%	0.08%
Judaism	1	1	0.07%	0.08%
Other	86	86	6.45%	6.87%
Sikhism	1	1	0.07%	0.08%
Undefined	139	173	10.42%	13.82%
Grand Total	1334	1252	100.00%	100.00%

Senior Managers by Religion or Belief					
Staff Group	Atheism	Christianity	Other	Not Declared	Unknown
Add Prof Scientific and Technic	5	7	1	1	1
Additional Clinical Services		1			
Administrative and Clerical	2	21	3	2	2
Allied Health Professionals	1	7		4	2
Estates and Ancillary					
Healthcare Scientists		4	1		1
Medical and Dental					
Nursing and Midwifery Registered	1	15	3	3	9
Grand Total	9	55	8	10	15

Directors by Disability										
Staff Group	No		Yes		Not declared		Unknown		Grand Total	
	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015	2014
Administrative and Clerical	8	8			2	2	3	3	13	13
Medical and Dental	1	1							1	1
Grand Total	9	9	0	0	2	2	3	3	14	14

Staff Group by Religion or Belief																								
Staff Group	Atheism		Buddhism		Christianity		Hinduism		Islam		Judaism		Jainism		Sikhism		Other		Not declared		Undefined		Total	
	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total
Add Prof Sci & Tech	10	10			28	26			1	1							1	1	4	5	6	9	50	52
Add Clinical Services	14	15	2		148	127	1	1	1	1							23	27	22	24	32	39	243	234
Admin & Clerical	32	28			233	211			1	1							29	27	29	34	27	30	351	331
AHP	15	15	1		82	63											3	4	11	9	13	15	125	106
Estates and Ancillary					5	2											2				2	1	9	3
Healthcare Scientists	1	1			8	7											2	1		1	2	2	13	12
Medical and Dental	10	9	1		27	20	22	16	9	9			1				3	3	30	25	17	20	119	103
Nursing Registered	30	28	1	1	281	250	1	1	3	1	1	1			1	1	23	23	43	48	40	57	424	411
Grand Total	112	106	5	1	812	706	24	18	15	13	1	1	0	1	1	1	86	86	139	146	139	173	1334	1252

Sexual Orientation

Workforce by Sexual Orientation				
Sexual Orientation	2015 Total	2014 Total	2015 Percentage	2014 Percentage
Bisexual	7	7	0.52%	0.56%
Gay	12	8	0.90%	0.64%
Heterosexual	1020	913	76.46%	72.92%
Lesbian	8	5	0.60%	0.40%
Undefined	160	190	11.99%	15.18%
Not declared	127	129	9.52%	10.30%
Grand Total	1334	1252	100.00%	100.00%

Senior Manager by Sexual Orientation														
Staff Group	Bisexual		Gay		Heterosexual		Lesbian		Not declared		Undefined		Total	
	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total	2015 Total	2014 Total
Add Prof Scientific and Technic			1		11	12	1	1	1	1	1	1	15	15
Additional Clinical Services					1	2							1	2
Administrative and Clerical					27	25			2	2	1	1	30	28
Allied Health Professionals					10	8			2	2	2	1	14	11
Estates and Ancillary					0	1								1
Healthcare Scientists					4	2					2	2	6	4
Nursing and Midwifery Registered					18	15			5	4	8	6	31	25
Grand Total			1		71	65	1	1	10	9	14	11	97	86

Directors by Sexual Orientation		
Sexual Orientation	2015 Total	2015%
Bisexual	0	0.00%
Gay	0	0.00%
Heterosexual	10	71.43%
Lesbian	1	7.14%
Undefined	1	7.14%
Not declared	2	14.29%
Grand Total	14	100.00%

Average Salary by Staff Group & Sexual Orientation							
Staff Group	Bisexual	Gay	Heterosexual	Lesbian	Not Declared	Unknown	Grand Total
Add Prof Scientific and Technic	£30,703.50	£39,632.00	£33,641.00	£44,261.00	£39,541.75	£37,082.14	£34,809.54
Additional Clinical Services	£15,443.00	£16,870.00	£17,437.19	£15,100.00	£18,401.42	£18,938.54	£17,723.57
Administrative and Clerical	£17,972.00	£17,011.00	£24,058.26		£24,385.41	£23,493.14	£23,838.93
Allied Health Professionals			£31,734.79	£27,967.00	£40,330.00	£37,290.00	£32,679.12
Estates and Ancillary			£16,413.86			£17,800.00	£16,587.13
Healthcare Scientists			£43,475.60			£48,023.67	£44,525.15
Medical and Dental			£74,455.04		£80,847.70	£88,162.74	£78,188.22
Nursing and Midwifery Registered	£29,081.00	£24,645.00	£29,520.71	£28,180.00	£33,522.80	£33,040.04	£30,278.68
Grand Total	£24,061.00	£20,769.33	£29,417.67	£24,952.75	£39,510.90	£35,520.69	£30,975.70

Marital Status

Workforce by Marital Status								
Marital Status	2015 Total		2014 Total		2015 Percentage		2014 Percentage	
Civil Partnership	10		5		0.75%		0.40%	
Divorced	77		70		5.77%		5.59%	
Legally Separated	12		15		0.90%		1.20%	
Married	598		556		44.83%		44.41%	
Widowed	10		7		0.75%		0.56%	
Single	549		500		41.15%		39.94%	
Unknown	56		64		4.20%		5.11%	
Undisclosed	22		35		1.65%		2.80%	
Grand Total	1334		1252		100.00%		100.00%	

Recruitment

Recruitment by Sex																		
Sex	Number of Applications		Percentage of Applications (%)		Number Shortlisted		Percentage Shortlisted (%)		Percentage Shortlisted / Applied		Number Appointed		Percentage Appointed		Percentage Appointed / Shortlisted		Percentage Appointed / Applied	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Male	1133	1,379	26.57%	28.06%	294	291	24.34%	24.52%	25.95%	21.10%	65	N/A	24.53%	N/A	22.11%	N/A	5.74%	N/A
Female	3108	3,518	72.87%	71.59%	899	886	74.42%	74.64%	28.93%	25.18%	200	N/A	75.47%	N/A	22.25%	N/A	6.44%	N/A
Undisclosed	24	17	0.56%	0.35%	15	10	1.24%	0.84%	62.50%	58.82%	0	N/A	0.00%	N/A	0.00%	N/A	0.00%	N/A
Grand Total	4,265	4,914	100.00%	100.00%	1,208	1187	100.00%	100.00%	N/A	N/A	265	N/A	100.00%	N/A	N/A	N/A	N/A	N/A

Recruitment by Disability																		
Disability	Number of Applications		Percentage of Applications (%)		Number Shortlisted		Percentage Shortlisted (%)		Percentage Shortlisted / Applied		Number Appointed		Percentage Appointed		Percentage Appointed / Shortlisted		Percentage Appointed / Applied	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Yes	203	231	4.80%	4.70%	80	79	6.60%	6.66%	39.41%	34.20%	8	N/A	3.02%	N/A	10.00%	N/A	3.94%	N/A
No	3997	4636	93.70%	94.30%	1103	1088	91.30%	91.66%	27.60%	23.47%	250	N/A	94.34%	N/A	22.67%	N/A	6.25%	N/A
Undisclosed	65	47	1.50%	1.00%	25	20	2.10%	1.68%	38.46%	42.55%	7	N/A	2.64%	N/A	28.00%	N/A	10.77%	N/A
Grand Total	4265	4914	100.00%	100.00%	1208	1187	100.00%	100.00%	N/A	N/A	265	N/A	100.00%	N/A	N/A	N/A	N/A	N/A

Recruitment by Impairment										
Impairment	Number of Applications		Percentage of Applications (%)		Number Shortlisted		Percentage Shortlisted (%)		Percentage Shortlisted / Applied	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Physical Impairment	26	28	12.04%	9.76%	8	7	0.66%	7.22%	30.77%	25.00%
Sensory Impairment	18	24	8.33%	8.36%	9	8	0.75%	8.25%	50.00%	33.33%
Mental Health Condition	25	26	11.57%	9.06%	8	3	0.66%	3.09%	32.00%	11.54%
Learning Disability/Difficulty	54	62	25.00%	21.60%	20	26	1.66%	26.80%	37.04%	41.94%
Long-Standing Illness	54	68	25.00%	23.69%	22	21	1.82%	21.65%	40.74%	30.88%
Other	39	79	18.06%	27.53%	15	32	1.24%	32.99%	38.46%	40.51%
Grand Total	216	287	100.00%	100.00%	1	82	100.00%	100.00%	N/A	N/A

Recruitment by Sexual Orientation																		
Sexual Orientation	Number of Applications		Percentage of Applications (%)		Number Shortlisted		Percentage Shortlisted (%)		Percentage Shortlisted / Applied		Number Appointed		Percentage Appointed		Percentage Appointed / Shortlisted		Percentage Appointed / Applied	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Lesbian	27	27	0.60%	0.50%	5	2	0.40%	0.20%	18.50%	7.40%	3	N/A	1.13%	N/A	60.00%	N/A	11.11%	N/A
Gay	79	77	1.90%	1.60%	17	15	1.40%	1.30%	21.50%	19.50%	5	N/A	1.89%	N/A	29.41%	N/A	6.33%	N/A
Bisexual	41	49	1.00%	1.00%	8	10	0.70%	0.80%	19.50%	20.40%	2	N/A	0.75%	N/A	25.00%	N/A	4.88%	N/A
Heterosexual	3865	4,514	90.60%	91.90%	1076	1090	89.10%	91.80%	27.80%	24.10%	239	N/A	90.19%	N/A	22.21%	N/A	6.18%	N/A
Undisclosed	253	247	5.90%	5.00%	102	70	8.40%	5.90%	40.30%	28.30%	16	N/A	6.04%	N/A	15.69%	N/A	6.32%	N/A
Grand Total	4265	4914	100.00%	100.00%	1208	1187	100.00%	100.00%	N/A	N/A	265	N/A	100.00%	N/A	N/A	N/A	N/A	N/A

Recruitment by Religion or Belief																		
Religion or Belief	Number of Applications		Percentage of Applications (%)		Number Shortlisted		Percentage Shortlisted (%)		Percentage Shortlisted / Applied		Number Appointed		Percentage Appointed		Percentage Appointed / Shortlisted		Percentage Appointed / Applied	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Atheism	525	578	12.30%	11.80%	134	142	11.09%	12.00%	25.52%	24.57%	30	N/A	11.32%	N/A	22.39%	N/A	5.71%	N/A
Buddhism	23	31	0.50%	0.60%	11	10	0.91%	0.80%	47.83%	32.26%	5	N/A	1.89%	N/A	45.45%	N/A	21.74%	N/A
Christianity	2660	3,198	62.40%	65.10%	754	767	62.42%	64.60%	28.35%	23.98%	177	N/A	66.79%	N/A	23.47%	N/A	6.65%	N/A
Hinduism	103	97	2.40%	2.00%	27	20	2.24%	1.70%	26.21%	20.62%	9	N/A	3.40%	N/A	33.33%	N/A	8.74%	N/A
Islam	139	169	3.30%	3.40%	39	37	3.23%	3.10%	28.06%	21.89%	8	N/A	3.02%	N/A	20.51%	N/A	5.76%	N/A
Jainism	0	2	0.00%	0.00%	0	0	0.00%	0.00%	0.00%	0.00%	0	N/A	0.00%	N/A	0.00%	N/A	0.00%	N/A
Judaism	3	5	0.10%	0.10%	3	1	0.25%	0.10%	100.00%	20.00%	0	N/A	0.00%	N/A	0.00%	N/A	0.00%	N/A
Sikhism	3	4	0.10%	0.10%	0	1	0.00%	0.10%	0.00%	25.00%	0	N/A	0.00%	N/A	0.00%	N/A	0.00%	N/A
Other	406	433	9.50%	8.80%	90	103	7.45%	8.70%	22.17%	23.79%	15	N/A	5.66%	N/A	16.67%	N/A	3.69%	N/A
Undisclosed	403	397	9.40%	8.10%	150	106	12.42%	8.90%	37.22%	26.70%	21	N/A	7.92%	N/A	14.00%	N/A	5.21%	N/A
Grand Total	4265	4914	100.00%	100.00%	1208	1187	100.00%	100.00%	N/A	N/A	265	N/A	100.00%	N/A	N/A	N/A	N/A	N/A

Recruitment by Age										
Age Group	Number of Applications		Percentage of Applications (%)		Number Shortlisted		Percentage Shortlisted (%)		Percentage Shortlisted / Applied	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Under 18	2	12	0.05%	0.24%	1	5	0.10%	0.40%	50.00%	41.67%
18 to 19	59	108	1.38%	2.20%	12	16	1.00%	1.30%	20.34%	14.81%
20 to 24	791	905	18.55%	18.42%	179	161	14.80%	13.60%	22.63%	17.79%
25 to 29	946	1,036	22.18%	21.08%	249	227	20.60%	19.10%	26.32%	21.91%
30 to 34	617	665	14.47%	13.53%	150	191	12.40%	16.10%	24.31%	28.72%
35 to 39	420	532	9.85%	10.83%	160	138	13.20%	11.60%	38.10%	25.94%
40 to 44	444	523	10.41%	10.64%	140	146	11.60%	12.30%	31.53%	27.92%
45 to 49	416	482	9.75%	9.81%	131	122	10.80%	10.30%	31.49%	25.31%
50 to 54	315	377	7.39%	7.67%	118	112	9.80%	9.40%	37.46%	29.71%
55 to 59	215	218	5.04%	4.44%	60	53	5.00%	4.50%	27.91%	24.31%
60 to 64	31	49	0.73%	1.00%	6	13	0.50%	1.10%	19.35%	26.53%
65 to 69	5	3	0.12%	0.06%	0	1	0.00%	0.10%	0.00%	33.33%
70 and over	2	0	0.05%	0.00%	2	0	0.20%	0.00%	100.00%	0.00%
Undisclosed	2	4	0.05%	0.08%	0	2	0.00%	0.20%	0.00%	50.00%
Grand Total	4265	4914	100.00%	100.00%	1208	1187	100.00%	100.00%	N/A	N/A

Age Group	Number Appointed	
	2015	2014
16-20	5	N/A
21-25	52	N/A
26-30	52	N/A
31-35	42	N/A
36-40	29	N/A
41-45	25	N/A
46-50	23	N/A
51-55	20	N/A
56-60	13	N/A
61+	4	N/A
Grand Total	265	N/A

Recruitment by Ethnicity																		
Ethnicity	Number of Applications		Percentage of Applications (%)		Number Shortlisted		Percentage Shortlisted (%)		Percentage Shortlisted / Applied		Number Appointed		Percentage Appointed		Percentage Appointed / Shortlisted		Percentage Appointed / Applied	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
WHITE - British	3279	3,866	76.88%	78.67%	917	932	75.91%	78.50%	27.97%	24.11%	210	N/A	79.25%	N/A	22.90%	N/A	6.40%	N/A
WHITE - Irish	64	81	1.50%	1.65%	24	36	1.99%	3.00%	37.50%	44.44%	8	N/A	3.02%	N/A	33.33%	N/A	12.50%	N/A
WHITE - Any other white background	238	215	5.58%	4.38%	57	55	4.72%	4.60%	23.95%	25.58%	15	N/A	5.66%	N/A	26.32%	N/A	6.30%	N/A
ASIAN or ASIAN BRITISH - Indian	221	252	5.18%	5.13%	71	56	5.88%	4.70%	32.13%	22.22%	9	N/A	3.40%	N/A	12.68%	N/A	4.07%	N/A
ASIAN or ASIAN BRITISH - Pakistani	44	70	1.03%	1.42%	8	13	0.66%	1.10%	18.18%	18.57%	2	N/A	0.75%	N/A	25.00%	N/A	4.55%	N/A
ASIAN or ASIAN BRITISH - Bangladeshi	8	11	0.19%	0.22%	3	0	0.25%	0.00%	37.50%	0.00%	1	N/A	0.38%	N/A	33.33%	N/A	12.50%	N/A
ASIAN or ASIAN BRITISH - Any other Asian background	55	55	1.29%	1.12%	17	16	1.41%	1.30%	30.91%	29.09%	3	N/A	1.13%	N/A	17.65%	N/A	5.45%	N/A
MIXED - White & Black Caribbean	18	19	0.42%	0.39%	2	8	0.17%	0.70%	11.11%	42.11%	1	N/A	0.38%	N/A	50.00%	N/A	5.56%	N/A
MIXED - White & Black African	16	15	0.38%	0.31%	3	2	0.25%	0.20%	18.75%	13.33%	2	N/A	0.75%	N/A	66.67%	N/A	12.50%	N/A
MIXED - White & Asian	20	24	0.47%	0.49%	2	5	0.17%	0.40%	10.00%	20.83%	1	N/A	0.38%	N/A	50.00%	N/A	5.00%	N/A
MIXED - any other mixed background	19	14	0.45%	0.28%	1	2	0.08%	0.20%	5.26%	14.29%		N/A	0.00%	N/A	0.00%	N/A	0.00%	N/A
BLACK or BLACK BRITISH - Caribbean	15	8	0.35%	0.16%	1	2	0.08%	0.20%	6.67%	25.00%		N/A	0.00%	N/A	0.00%	N/A	0.00%	N/A
BLACK or BLACK BRITISH - African	99	146	2.32%	2.97%	25	22	2.07%	1.90%	25.25%	15.07%	5	N/A	1.89%	N/A	20.00%	N/A	5.05%	N/A
BLACK or BLACK BRITISH - Any other black background	5	16	0.12%	0.33%	2	5	0.17%	0.40%	40.00%	31.25%		N/A	0.00%	N/A	0.00%	N/A	0.00%	N/A
OTHER ETHNIC GROUP - Chinese	16	13	0.38%	0.26%	3	4	0.25%	0.30%	18.75%	30.77%	2	N/A	0.75%	N/A	66.67%	N/A	12.50%	N/A
OTHER ETHNIC GROUP - Any other ethnic group	52	51	1.22%	1.04%	15	8	1.24%	0.70%	28.85%	15.69%		N/A	0.00%	N/A	0.00%	N/A	0.00%	N/A
Undisclosed	96	58	2.25%	1.18%	57	21	4.72%	1.80%	59.38%	36.21%	6	N/A	2.26%	N/A	10.53%	N/A	6.25%	N/A
Grand Total	4265	4914	100.00%	100.00%	1208	1187	100.00%	100.00%	N/A	N/A	265	N/A	100.00%	N/A	N/A	N/A	N/A	N/A

Recruitment by Marital Status										
Marital Status	Number of Applications		Percentage of Applications (%)		Number Shortlisted		Percentage Shortlisted (%)		Percentage Shortlisted / Applied	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Married	1265	1,207	29.70%	24.60%	407	353	33.70%	29.70%	32.20%	29.20%
Single	2531	2,184	59.30%	44.40%	619	516	51.20%	43.50%	24.50%	23.60%
Civil partnership	75	72	1.80%	1.50%	20	19	1.70%	1.60%	26.70%	26.40%
Legally separated	30	27	0.70%	0.50%	7	5	0.60%	0.40%	23.30%	18.50%
Divorced	191	177	4.50%	3.60%	68	44	5.60%	3.70%	35.60%	24.90%
Widowed	18	25	0.40%	0.50%	7	12	0.60%	1.00%	38.90%	48.00%
Undisclosed	155	1,222	3.60%	24.90%	80	238	6.60%	20.10%	51.60%	19.50%
Grand Total	4265	4914	100.00%	100.00%	1208	1187	100.00%	100.00%	N/A	N/A

Promotions

Promotions by Sex				
Sex	2015 Total	2014 Total	2015 Percentage	2014 Percentage
Female	102	114	80.31%	77.55%
Male	25	33	19.69%	22.45%
Grand Total	127	147	100.00%	100.00%

Promotions by Age		
Age Band	2015 Total	2015 Percentage
16-20	1	0.79%
21-25	20	15.75%
26-30	27	21.26%
31-35	23	18.11%
36-40	18	14.17%
41-45	15	11.81%
46-50	12	9.45%
51-55	8	6.30%
56-60	3	2.36%
61+	0	0.00%
Grand Total	127	100.00%

Promotions by Disability				
Disability	2015 Total	2014 Total	2015 Percentage	2014 Percentage
No	89	106	70.08%	72.11%
Not Declared	1	5	0.79%	3.40%
Undefined	25	32	19.69%	21.77%
Yes	12	4	9.45%	2.72%
Grand Total	127	147	100.00%	100.00%

Promotions by Ethnic Origin				
Ethnic Origin	2015 Total	2014 Total	2015 Percentage	2014 Percentage
A White - British	98	124	77.17%	84.35%
B White - Irish	6	9	4.72%	6.12%
C White - Any other White background	11	5	8.66%	3.40%
CFWhite Greek	2		1.57%	0.00%
CP White Polish	2		1.57%	0.00%
D Mixed - White & Black Caribbean	1		0.79%	0.00%
F Mixed - White & Asian		1		0.68%
G Mixed - Any other mixed background	1	1	0.79%	0.68%
H Asian or Asian British - Indian	2	1	1.57%	0.68%
M Black or Black British - Caribbean		1		0.68%
N Black or Black British - African	2	1	1.57%	0.68%
Z Not Stated	2	4	1.57%	2.72%
Grand Total	127	147	100.00%	11.74%
White Total	115	138	90.55%	93.88%
BME Total	10	5	7.87%	3.40%
Unknown Total	2	4	1.57%	2.72%

Promotions by Religion or Belief				
Religious Belief	2015 Total	2014 Total	2015 Percentage	2014 Percentage
Atheism	9	20	7.09%	13.61%
Christianity	85	97	66.93%	65.99%
Hinduism	1		0.79%	0.00%
Not declared	14	10	11.02%	6.80%
Islam	1		0.79%	0.00%
Other	11	11	8.66%	7.48%
Undefined	6	9	4.72%	6.12%

Grand Total	127	147	100.00%	100.00%
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Promotions by Sexual Orientation				
Sexual Orientation	2015 Total	2014 Total	2015 Percentage	2014 Percentage
Bisexual	1		0.79%	0.00%
Gay	2	1	1.57%	0.68%
Heterosexual	96	127	75.59%	86.39%
Lesbian		1	0.00%	0.68%
Undefined	6	9	4.72%	6.12%
Not declared	22	9	17.32%	6.12%
Grand Total	127	147	100.00%	100.00%

Training & Development

Non-Medical

Training by Sex								
Sex	Approved		Declined		App not completed / course full / cancelled		Grand Total	
	Total	%	Total	%	Total	%	Total	%
Male	35	10.17%	3	11.54%	3	8.11%	41	10.07%
Female	309	89.83%	23	88.46%	34	91.89%	366	89.93%
Grand Total	344	100.00%	26	100.00%	37	100.00%	407	100.00%

Training by Disability								
Disability	Approved		Declined		App not completed / course full / cancelled		Grand Total	
	Total	%	Total	%	Total	%	Total	%
No	230	66.86%	8	30.77%	27	72.97%	265	65.11%
Not Declared	13	3.78%	2	7.69%	2	5.41%	17	4.18%
Undefined	89	25.87%	15	57.69%	8	21.62%	112	27.52%

Yes	12	3.49%	1	3.85%			13	3.19%
Grand Total	344	100.00%	26	100.00%	37	100.00%	407	100.00%

Training by Ethnic Origin

Ethnicity	Approved		Declined		App not completed / course full / cancelled		Grand Total	
	Total	%	Total	%	Total	%	Total	%
A White - British	311	90.41%	24	92.31%	30	81.08%	365	89.68%
B White - Irish	7	2.03%			1	2.70%	8	1.97%
C White - Any other White background	7	2.03%			1	2.70%	8	1.97%
CY White Other European	1	0.29%					1	0.25%
F Mixed - White & Asian	1	0.29%					1	0.25%
G Mixed - Any other mixed background					1	2.70%	1	0.25%
H Asian or Asian British - Indian	11	3.20%			3	8.11%	14	3.44%
N Black or Black British - African			1	3.85%			1	0.25%
PC Black Nigerian	1	0.29%					1	0.25%
Undefined	3	0.87%					3	0.74%
Z Not Stated	2	0.58%	1	3.85%	1	2.70%	4	0.98%
Grand Total	344	100.00%	26	100.00%	37	100.00%	407	100.00%
White	325	94.48%	24	92.31%	32	86.49%	381	93.61%
BME	14	4.07%	1	3.85%	4	10.81%	19	4.67%
Unknown	5	1.45%	1	3.85%	1	2.70%	7	1.72%

Training by Religion or Belief

Religion or Belief	Approved		Declined		App not completed / course full / cancelled		Grand Total	
	Total	%	Total	%	Total	%	Total	%
Atheism	42	12.21%	1	3.85%	1	2.70%	44	10.81%
Christianity	223	64.83%	14	53.85%	19	51.35%	256	62.90%
Not disclosed	22	6.40%	6	23.08%	9	24.32%	37	9.09%
Islam	4	1.16%					4	0.98%
Judaism	1	0.29%					1	0.25%
Other	12	3.49%	1	3.85%	4	10.81%	17	4.18%

Undefined	40	11.63%	4	15.38%	4	10.81%	48	11.79%
Grand Total	344	100.00%	26	100.00%	37	100.00%	407	100.00%

Training by Sexual Orientation

Sexual Orientation	Approved		Declined		App not completed / course full / cancelled		Grand Total	
	Total	%	Total	%	Total	%	Total	%
Bisexual	3	0.87%					3	0.74%
Gay	2	0.58%					2	0.49%
Heterosexual	277	80.52%	17	65.38%	28	75.68%	322	79.12%
Not disclosed	17	4.94%	5	19.23%	4	10.81%	26	6.39%
Lesbian	6	1.74%					6	1.47%
Undefined	39	11.34%	4	15.38%	5	13.51%	48	11.79%
Grand Total	344	100.00%	26	100.00%	37	100.00%	407	100.00%

Training by Marital Status

Marital Status	Approved		Declined		App not completed / course full / cancelled		Grand Total	
	Total	%	Total	%	Total	%	Total	%
Civil Partnership	1	0.29%					1	0.25%
Divorced	8	2.33%			2	5.41%	10	2.46%
Legally Separated	2	0.58%			1	2.70%	3	0.74%
Married	135	39.24%	12	46.15%	14	37.84%	161	39.56%
Single	185	53.78%	13	50.00%	19	51.35%	217	53.32%
Unknown	12	3.49%	1	3.85%	1	2.70%	14	3.44%
Widowed	1	0.29%					1	0.25%
Grand Total	344	100.00%	26	100.00%	37	100.00%	407	100.00%

Medical

Training by Sex		
Sex	Applications	
	Total	%
Male	267	58.68%
Female	105	23.08%
Data Incomplete	83	18.24%
Grand Total	455	100.00%

Training by Ethnic Origin		
Ethnicity	Applications	
	Total	%
A White - British	158	34.73%
C White - Any other White background	40	8.79%
CF White Greek	3	0.66%
CY White Other European	2	0.44%
E Mixed - White & Black African	6	1.32%
G Mixed - Any other mixed background	2	0.44%
H Asian or Asian British - Indian	105	23.08%
J Asian or Asian British - Pakistani	5	1.10%
N Black or Black British - African	5	1.10%
P Black or Black British - Any other Black background	3	0.66%
S Any Other Ethnic Group	6	1.32%
Undefined	2	0.44%
Z Not Stated	35	7.69%
Data Incomplete	83	18.24%
Grand Total	455	100.00%
White	201	44.18%
BME	134	29.45%

Undefined	120	26.37%
Training by Disability		
Disability	Applications	
	Total	%
Yes	0	0.00%
No	195	42.86%
Not declared	60	13.19%
Undefined	117	25.71%
Data Incomplete	83	18.24%
Grand Total	455	100.00%

Training by Religion or Belief		
Religion or Belief	Applications	
	Total	%
Atheism	19	4.18%
Christianity	73	16.04%
Hinduism	64	14.07%
Islam	20	4.40%
Not disclosed	104	22.86%
Other	7	1.54%
Undefined	85	18.68%
Data Incomplete	83	18.24%
Grand Total	455	100.00%

Training by Sexual Orientation		
Sexual Orientation	Applications	
	Total	%
Heterosexual	174	38.24%
Lesbian	1	0.22%
Not disclosed	98	21.54%
Undefined	99	21.76%
Data Incomplete	83	18.24%

Grand Total	455	100.00%
Training by Marital Status		
Marital Status	Applications	
	Total	%
Legally Separated	10	2.20%
Married	252	55.38%
Single	43	9.45%
Undefined	67	14.73%
Data Incomplete	83	18.24%
Grand Total	455	100.00%

Flexible Working

Part Time by Staff Group & Sex					
Staff Group	Female	Male	Grand Total	Total staff in group	Percentage
Add Prof Sci & Technic	7	2	9	50	18.00%
Additional Clinical Services	85	2	87	243	35.80%
Admin & Clerical	77	7	84	351	23.93%
Allied Health Professionals	39	5	44	125	35.20%
Estates and Ancillary	7		7	9	77.78%
Healthcare Scientists	1	1	2	13	15.38%
Medical and Dental	5	5	10	119	8.40%
Nursing	91	1	92	424	21.70%
Grand Total	312	23	335	1334	N/A

Part Time by Age		
Age Group	Grand Total	Percentage
16-20	2	0.60%
21-25	7	2.09%
26-30	25	7.46%
31-35	45	13.43%
36-40	50	14.93%
41-45	44	13.13%
46-50	41	12.24%
51-55	49	14.63%
56-60	37	11.04%
61+	35	10.45%
Grand Total	335	100.00%

Part Time by Ethnicity		
Ethnicity	Grand Total	Percentage
A White - British	312	93.13%
B White - Irish	6	1.79%
C White - Any other White background	2	0.60%
G Mixed - Any other mixed background	1	0.30%
H Asian or Asian British - Indian	5	1.49%
L Asian or Asian British - Any other Asian background	1	0.30%
N Black or Black British - African	1	0.30%
R Chinese	1	0.30%
S Any Other Ethnic Group	3	0.90%
Z Not Stated	3	0.90%
Grand Total	335	100.00%

Part Time by Disability		
Disability	Grand Total	Percentage
No	156	46.57%
Not Declared	22	6.57%
Undefined	141	42.09%
Yes	16	4.78%
Grand Total	335	100.00%

Part Time by Religion or Belief		
Religion or Belief	Grand Total	Percentage
Atheism	19	5.67%
Christianity	198	59.10%
I do not wish to disclose	38	11.34%
Other	27	8.06%
Undefined	53	15.82%
Grand Total	335	100.00%

Part Time by Sexual Orientation		
Sexual Orientation	Grand Total	Percentage
Bisexual	1	0.30%
Gay	2	0.60%
Heterosexual	233	69.55%
I do not wish to disclose	36	10.75%
Lesbian	3	0.90%
Undefined	60	17.91%
Grand Total	335	100.00%

Employee Relations

Employee Relations by Sex		
Sex	Total	Percentage
Female	15	71.43%
Male	5	23.81%
N/A	1	4.76%

Grand Total	21	100.00%
Employee Relations by Age		
Sex	Total	Percentage
16-20	0	0.00%
21-25	1	4.76%
26-30	4	19.05%
31-35	3	14.29%
36-40	1	4.76%
41-45	1	4.76%
46-50	3	14.29%
51-55	4	19.05%
56-60	2	9.52%
61+	1	4.76%
N/A	1	4.76%
Grand Total	21	100.00%

Employee Relations by Ethnicity		
Ethnic Origin	Total	Percentage
White British	18	85.71%
BME	2	9.52%
N/A	1	4.76%
Grand Total	21	100.00%

Employee Relations by Disability		
Disability	Total	Percentage
Yes	2	9.52%
No	9	42.86%
Unknown	8	38.10%
Not Disclosed	1	4.76%
N/A	1	4.76%
Grand Total	21	100.00%

Employee Relations by Religion or Belief		
Ethnic Origin	Total	Percentage
Christianity	14	66.67%
Other	2	9.52%
Atheism	2	9.52%
Not Disclosed	1	4.76%
N/A	1	4.76%
Unknown	1	4.76%
Grand Total	21	100.00%

Employee Relations by Sexual Orientation		
Religion or Belief	Total	Percentage
Heterosexual	15	71.43%
Gay	1	4.76%
Not Disclosed	2	9.52%
N/A	1	4.76%
Unknown	2	9.52%
Grand Total	21	100.00%

Employee Relations by Marital Status		
Marital Status	Total	Percentage
Married	8	38.10%
Single	9	42.86%
Divorced	1	4.76%
Widowed	1	4.76%
N/A	1	4.76%
Unknown	1	4.76%
Grand Total	21	100.00%

Staff Experience Data

Table 6.1: Key Findings for different age groups

	Age group			
	Age 16-30	Age 31-40	Age 41-50	Age 51+
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.				
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	87	91	91	78
KF2. % agreeing that their role makes a difference to patients	92	96	99	91
* KF3. <i>Work pressure felt by staff</i>	2.59	2.60	2.80	2.85
KF4. Effective team working	4.10	3.93	3.88	3.76
* KF5. <i>% working extra hours</i>	64	75	85	75
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.				
KF6. % receiving job-relevant training, learning or development in last 12 mths	87	79	78	75
KF7. % appraised in last 12 mths	73	85	83	81
KF8. % having well structured appraisals in last 12 mths	44	60	33	39
KF9. Support from immediate managers	3.99	4.03	3.78	3.92
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.				
Occupational health and safety				
KF10. % receiving health and safety training in last 12 mths	93	92	90	92
* KF11. <i>% suffering work-related stress in last 12 mths</i>	29	24	25	43
Errors and incidents				
* KF12. <i>% witnessing potentially harmful errors, near misses or incidents in last mth</i>	29	35	34	28
KF13. % reporting errors, near misses or incidents witnessed in the last mth	100	95	88	93
KF14. Fairness and effectiveness of incident reporting procedures	3.64	3.63	3.57	3.54
KF15. % agreeing that they would feel secure raising concerns about unsafe clinical practice	73	79	69	65
Number of respondents	56	62	79	106

Table 6.1: Key Findings for different age groups (cont)

	Age group			
	Age 16-30	Age 31-40	Age 41-50	Age 51+
Violence and harassment				
* KF16. % experiencing physical violence from patients, relatives or the public in last 12 mths	18	21	14	22
* KF17. % experiencing physical violence from staff in last 12 mths	0	3	4	1
* KF18. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	16	30	24	26
* KF19. % experiencing harassment, bullying or abuse from staff in last 12 mths	25	23	22	24
Health and well-being				
* KF20. % feeling pressure in last 3 mths to attend work when feeling unwell	28	22	28	23
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.				
KF21. % reporting good communication between senior management and staff	55	52	40	44
KF22. % able to contribute towards improvements at work	71	77	71	70
ADDITIONAL THEME: Staff satisfaction				
KF23. Staff job satisfaction	3.96	3.89	3.74	3.70
KF24. Staff recommendation of the trust as a place to work or receive treatment	4.33	4.30	4.18	4.08
KF25. Staff motivation at work	3.91	4.15	3.89	4.04
ADDITIONAL THEME: Equality and diversity				
KF26. % having equality and diversity training in last 12 mths	71	59	56	62
KF27. % believing the trust provides equal opportunities for career progression or promotion	89	87	89	87
* KF28. % experiencing discrimination at work in last 12 mths	7	8	10	10
ADDITIONAL THEME: Patient experience measures				
Patient/Service user experience Feedback				
KF29. % agreeing feedback from patients/service users is used to make informed decisions in their directorate/department	78	71	69	69
Overall staff engagement	4.04	4.13	3.93	3.93
Number of respondents	56	62	79	106

Table 6.2: Key Findings for other demographic groups

	Gender		Disability		Ethnic background	
	Men	Women	Disabled	Not disabled	White	Black and minority ethnic
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.						
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	84	86	93	84	86	88
KF2. % agreeing that their role makes a difference to patients	97	94	98	93	94	92
* KF3. <i>Work pressure felt by staff</i>	2.75	2.74	2.82	2.72	2.76	2.56
KF4. Effective team working	4.03	3.85	3.67	3.94	3.88	4.15
* KF5. <i>% working extra hours</i>	82	74	63	78	75	72
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.						
KF6. % receiving job-relevant training, learning or development in last 12 mths	78	79	77	79	77	92
KF7. % appraised in last 12 mths	82	81	85	82	81	83
KF8. % having well structured appraisals in last 12 mths	48	41	34	46	41	70
KF9. Support from immediate managers	3.99	3.88	3.71	3.96	3.91	4.03
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.						
Occupational health and safety						
KF10. % receiving health and safety training in last 12 mths	94	91	92	92	92	88
* KF11. <i>% suffering work-related stress in last 12 mths</i>	32	33	41	29	33	12
Errors and incidents						
* KF12. <i>% witnessing potentially harmful errors, near misses or incidents in last mth</i>	34	31	40	30	33	12
KF13. % reporting errors, near misses or incidents witnessed in the last mth	91	94	94	94	94	-
KF14. Fairness and effectiveness of incident reporting procedures	3.58	3.58	3.50	3.60	3.57	3.70
KF15. % agreeing that they would feel secure raising concerns about unsafe clinical practice	65	72	63	72	70	79
Number of respondents	67	235	49	239	274	26

Table 6.2: Key Findings for other demographic groups (cont)

	Gender		Disability		Ethnic background	
	Men	Women	Disabled	Not disabled	White	Black and minority ethnic
Violence and harassment						
* KF16. % experiencing physical violence from patients, relatives or the public in last 12 mths	18	18	33	16	20	15
* KF17. % experiencing physical violence from staff in last 12 mths	3	2	0	2	2	4
* KF18. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	28	24	33	22	24	23
* KF19. % experiencing harassment, bullying or abuse from staff in last 12 mths	24	23	29	22	23	24
Health and well-being						
* KF20. % feeling pressure in last 3 mths to attend work when feeling unwell	17	27	35	21	26	11
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.						
KF21. % reporting good communication between senior management and staff	45	46	43	48	45	60
KF22. % able to contribute towards improvements at work	73	71	51	76	72	69
ADDITIONAL THEME: Staff satisfaction						
KF23. Staff job satisfaction	3.78	3.78	3.48	3.86	3.79	3.91
KF24. Staff recommendation of the trust as a place to work or receive treatment	4.17	4.19	4.12	4.21	4.18	4.43
KF25. Staff motivation at work	3.99	3.98	3.82	4.03	3.96	4.35
ADDITIONAL THEME: Equality and diversity						
KF26. % having equality and diversity training in last 12 mths	64	61	64	60	61	64
KF27. % believing the trust provides equal opportunities for career progression or promotion	93	87	83	89	88	89
* KF28. % experiencing discrimination at work in last 12 mths	14	7	14	8	9	15
ADDITIONAL THEME: Patient experience measures						
Patient/Service user experience Feedback						
KF29. % agreeing feedback from patients/service users is used to make informed decisions in their directorate/department	61	74	70	71	70	76
Overall staff engagement	3.98	3.98	3.78	4.04	3.97	4.18
Number of respondents	67	235	49	239	274	26