

Workforce Monitoring Report October 2011

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1. Executive Summary

The Trust has a legal duty to ensure that both employment and services are provided fairly and recognises that equality monitoring is an important way of assessing our progress. Monitoring can indicate whether we are offering equality of opportunity to all groups and can help us to make changes based on facts rather than assumptions.

The following report summarises the equality monitoring data for staff at Stockport NHS Foundation Trust as at 31st October 2011. As with previous years the data taken from the Trust's Electronic Staff Record (ESR) was used to identify possible trends/ patterns for further consideration. The October date was chosen because the Trust completed a data cleanse exercise in September 2011 which dramatically improved the number of staff who had declared their disability, sexual orientation and religious belief. Tameside community services data is included as appendix 10 but a further monitoring report will be produced in April 2012 when the monitoring data is merged on ESR.

The main findings of this report are that a number of patterns of possible inequality still exist within the Trust and will need further positive action and investigation. The recommendations to further improve the diversity and opportunities for our workforce are:-

- Continue the development of the staff networks.
- Continue to develop the apprenticeship scheme at the Trust.
- Consider further positive action schemes for disabled applicants.
- Consider how to use positive action to attract minority ethnic staff across the range of job opportunities.
- Consider positive action to attract women into consultant medical posts.
- Drill down further to examine the gender pay gap.
- Check the reliability of data for gender identity and civil partnerships
- Engage with staff to understand why 11.4% of them have chosen not to disclose their religion or belief and 12% their sexual orientation.
- Investigate irregular patterns around disciplinaries.
- Continue to do spot audits on the recruitment process to further explore the drop out rates for BME candidates and those with a disability.
- Further improve data on ESR for reason for leaving.
- To arrange further awareness raising around Improving Working Lives.

2. Introduction

The 2010 workforce monitoring report made a number of recommendations to further improve our procedures and to investigate patterns/ trends. As a result a number of actions were taken:-

- An audit of equality monitoring data which has considerably improved the number of staff who have declared information around the protected characteristics.
- Development of staff networks with the help of Stonewall and the Royal College of Nursing.
- A new apprenticeship scheme launched across the Trust which has resulted in over 50 members of staff signing up for an apprenticeship in 2011.
- Completion of the Disability Standard with the Employers Forum for Disability which demonstrates our commitment to positive action for disabled applicants.
- A full Equality Impact Assessment of the recruitment process has been undertaken to identify barriers for Equality Target Groups. This has resulted in a structured action plan. (A summary is included as Appendix 9)
- The number of disciplinaries and leavers for Black or Black British African staff has been investigated which showed fair and non-discriminatory practice.
- The recruitment process for the Trainee Assistant Practitioner role has been examined and a number of recommendations presented to encourage applications from BME healthcare assistants.
- A better recording system on ESR for the reason for leaving has been introduced. This will result in a better understanding of why people are leaving the Trust.

In 2011 we have succeeded in improving the proportion of our staff for which we have monitoring data. We have, for example, reduced the percentage of those who have not recorded their ethnicity for monitoring purposes from 5.9% to 4.2% and 77% of our employees have told us whether or not they have a disability, with 3% telling us they consider themselves disabled. We have also introduced monitoring of religion/belief and sexual orientation and 81% of our employees have to date recorded their religion/ belief and 80% their sexual orientation.

We have for the first time begun to capture the carer status of our employees and presented our gender pay gap statistics.

Whilst it is acknowledged that Tameside community staff are now employed by the Trust they do not appear on the ESR system until February/ March 2012. Therefore a breakdown of their data is included as an appendix for the purpose of this report and a subsequent monitoring report will be produced in April 2012.

The findings and recommendations from this report will feed into the Equality Delivery System (EDS) goals three and four and thereafter integrate into the Trusts equality objectives for 2012. The EDS aims to develop a representative workforce that will provide a healthcare service that recognises, respects and responds to the diversity of the local communities that we serve.

3. Profile of Our Staff

Headlines: At October 2011, the Trust employed 4166 staff at the Stepping Hill, Corbar, Meadows and the Cherry Tree sites and of whom:

- 81% are women;
- 25% are aged under 35 years and 17% are aged over 55 years;
- 10.6% are from black and minority ethnic communities (plus a further 3.7% from white minority ethnic backgrounds);
- 3.0% have declared themselves to be disabled; 74% have declared themselves to be non-disabled and the disability status of the remainder is not known/ not declared;
- 67% have disclosed as heterosexual; 1.2% as lesbian, gay or bisexual.
- 55% have declared Christianity as their religion

In addition Tameside Community Service employed 912 staff of whom:

- 92% are female
- 21 members of the Provider Arm have declared a disability. This is an increase of 10 on the previous year.
- 92.5 % are White British, 7.5% are from minority ethnic backgrounds.
- 31.5% of staff are aged between 41 and 50, 27.5% are over 51 years of age.

4. Ethnicity

With 10.6% of our staff at October 2011 coming from black and minority backgrounds (and a further 3.7% coming from white minority ethnic backgrounds), we are pleased that minority ethnic groups are well-represented in our workforce compared to the profile of the communities we serve. There has been an increase in the proportion of black and minority ethnic staff since 2007, when they made up 8.1% of all our employees.

There are several minority ethnic groups within our workforce which are noticeably larger than others and may differ from the local profile (though is difficult to be confident about the latter given that we only have data from 2001). These are: Indian (133 staff); 'Other White' (108 staff); and Black African (88 staff). We suspect that this reflects the ethnic profile of NHS staff nationally but we are keen to use data and consultation to understand more about the roles, circumstances and experiences of these groups.

The following table provides a more detailed breakdown of staff ethnicity and compares this to the breakdown in 2007/2009/2010 and also to the profile of residents in the borough (as at 2001 Census):

Ethnicity	Trust staff 2007	Trust staff 2009	Trust staff 2010	Trust Staff 2011	Stockport residents 2001
White:					
British	79.1%	80.6%	80.2%	81.5%	92.9%
Irish	1.0%	1.0%	1.1%	1.1%	1.5%
Other White	2.7%	2.3%	2.4%	2.6%	1.3%
Mixed:					
White/Black Caribbean	0.2%	0.2%	0.2%	0.2%	0.3%
White/Black African	0.2%	0.2%	0.3%	0.3%	0.1%
White/ Asian	0.2%	0.1%	0.1%	0.1%	0.3%
Other Mixed	0.1%	0.2%	0.2%	0.1%	0.1%
Asian/ Asian British:					
Indian	2.3%	2.6%	2.9%	3.2%	0.7%
Pakistani	0.9%	0.8%	1.1%	1.3%	1.0%
Bangladeshi	0.1%	0.2%	0.1%	0.1%	0.1%
Other Asian	0.1%	1.4%	1.4%	1.3%	0.3%
Black/ Black British:					
Black/ Black Caribbean	0.1%	0.1%	0.2%	0.2%	0.2%
African	2.6%	2.2%	2.2%	2.1%	0.1%
Other Black	0.1%	0.1%	0.1%	0.1%	0.1%
Other:					
Chinese	0.4%	0.4%	0.3%	0.3%	0.4%
Other Ethnicity	0.8%	1.0%	1.2%	1.3%	0.1%
Total BME*	8.1%	9.5%	10.3%	10.6%	3.8%
Total BME + WME*	11.8%	12.8%	13.1%	14.3%	6.6%
Not given	8.3%	6.6%	5.9%	4.2%	0%

* Note that "BME" (Black and minority ethnic) has been calculated by adding Mixed, Asian, Black and Other categories and that "WME" (White minority ethnic) includes White Irish and White Other.

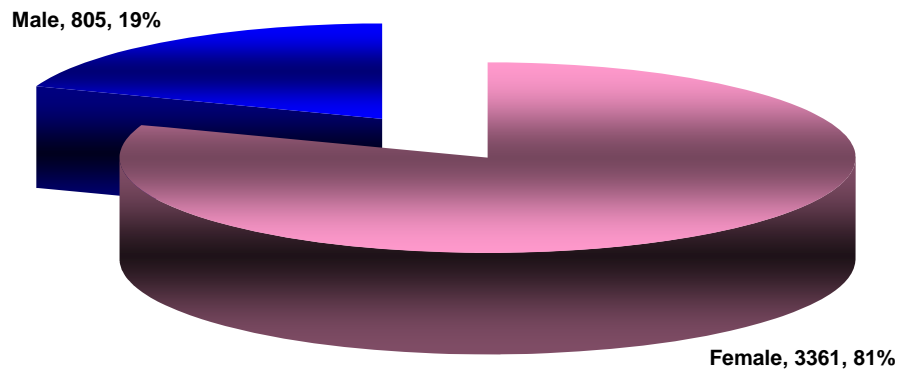
* Unfortunately there is no data post-2001 that gives us an overall picture of the ethnic make up of the Borough, but by looking at other pockets of data available, we can see that the ethnic diversity of Stockport has increased significantly in the past eight years. Given the younger age profiles of most black and minority ethnic communities, this is seen most clearly in statistics relating to children and young people. For example, 8.8% of babies delivered in our hospital in 2006/7 were from black and minority ethnic backgrounds, including 2.8% of Pakistani descent. According to figures from 2007, 9.8% of primary school children and 6.9% of secondary school children in the borough come from black and minority ethnic backgrounds.

The ethnic origin of our staff, disaggregated by banding, has changed little in the last 4 years. The largest area of diversity is found at the two extremes of Band 1 and Medical Staffing, with Band 5 showing the next indication of diverse staff members. Therefore whilst the Trust can show good representation in our workforce as a whole there is work to be done to attract minority staff across the range of job opportunities. An Equality Impact Assessment into the recruitment process, incorporating engagement with the BME community has identified some barriers to employment which have been incorporated into the Trust action plan. A table showing further detail of ethnic origin disaggregated by banding can be found in Appendix One.

5. Gender

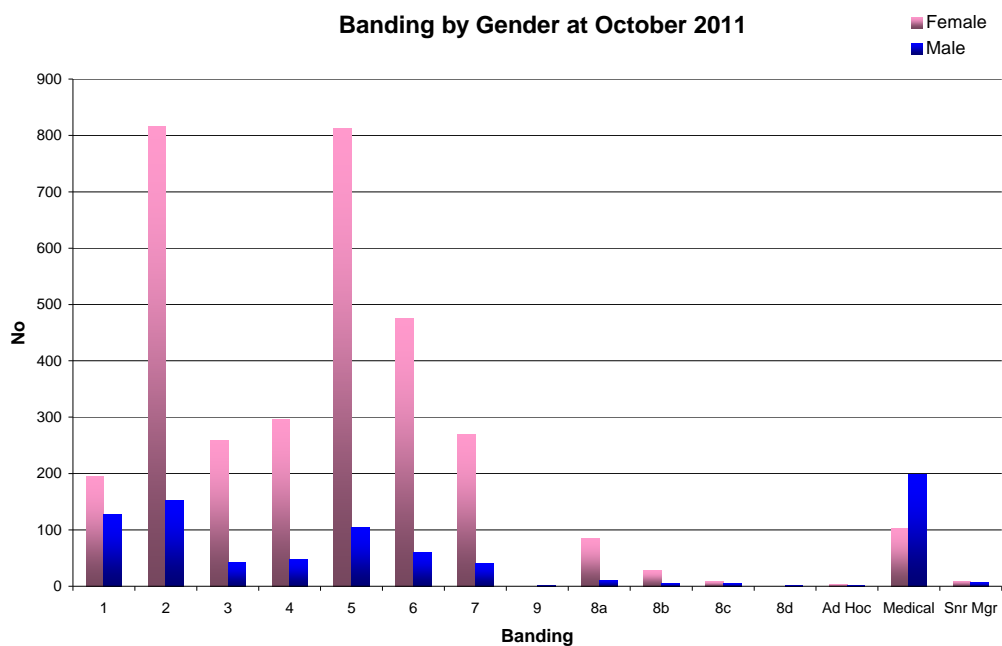
In common with most health organisations, women make up the majority of our workforce, with 81% of our employees being female.

Gender Of Trust Employee's at October 2011



The distribution of men and women throughout the organisation does however vary by role and grade. Just under 40% of Band 1 staff and senior managers are male which is double the 19% Trust figure and 66% of medical posts are filled by men.

Banding by Gender at October 2011



Gender Identity

At present, there is no official estimate of the Trans population and the Office for National Statistics did not include the question in the 2011 census. However, in 2000, after informal consultations with the Passport Section of the Home Office, Press for Change estimated there were around 5,000 transsexual people in the UK, based upon numbers of those who had changed their passports. As of November 2006, 1,660 people had already been awarded a Gender Recognition Certificate (GRC). Nevertheless, there is no substantive knowledge of how many people in the UK identify as transgender or transvestite, or use any other gender identity descriptor, but estimates vary considerably.

The Trust did include a question in the data audit completed in September 2011 to gain a better idea of the number of transgender staff within the organisation. The question used was:-

“Is your present gender the same as the one assigned to you at birth?”

The number of staff who responded negatively to the question appears high on first examination, particularly in the context of national data. A further piece of work will be carried out to ensure staff have understood the question before the results can be used with confidence.

Statistics will not be linked to other factors such as grade/job title etc in such a way as the likely relatively small number of trans people in the organisation may be identified by these, or other variables. Display of monitoring returns by any combination of variables will be carefully pre-assessed so as to prevent any possible disclosure of specific location and thereby identification of trans individuals. However the opportunity to gain evidenced, valuable information from employees, who are content to provide such, will not be lost and will be used to identify possible trends/patterns of inequality.

Gender Pay Gap

The full-time gender pay gap is calculated by dividing the average (mean) hourly earnings of female full-time employees by the average (mean) hourly earnings of male full-time employees, showing this as a percentage and subtracting the figure from 100 per cent. Thus a 0 per cent figure would indicate that for a particular category, there is no gender pay gap. Where women have higher average (mean) hourly earnings than men, the data are shown as a minus figure in the tables. The same approach can be followed but using the median rather than the mean. This measure is preferred by the ONS because the median is not affected by extreme values, such as the changes to earnings of small numbers of very high earners or very low earners. However, unlike the median, the mean captures the full pay gap and does not exclude those on very high earnings.

There is no legal guidance on what constitutes a significant gender pay gap. The advice concerning ‘significance’ suggests that any differences of 5% or more, or 3% or more if there is a pattern of gaps favouring one sex, will require exploration and explanation. So, if any of the checks reveal either:

- ‘Significant’ differences between the average basic pay or average total earnings of men and women performing equal work (any differences of 5% or more), or

- Patterns of basic pay difference e.g. women consistently earning less than men on average for equal work at most, or all, grades or levels in the organisation (differences of 3% or more)

To ensure comparisons are consistent the figures in the table below are based on the hourly rate.

	Male Hourly Rate	Female Hourly Rate	Female wage as a percentage of male	Gender pay gap
Median	11.6	11.15	96.12	3.88
Average	17.63	12.86	72.94	27.06

Having established that a significant gap exists using the average hourly rate for all staff this needs to be investigated to determine whether it can be justified on grounds other than sex, disability, ethnicity, or working pattern.

This explanation will almost certainly involve a process of 'drilling down', in which more detailed analysis is undertaken beyond, for example, average-pay by grade which is detailed below.

Band	Average Male Hourly Rate	Average Female Hourly Rate	Female Hourly rate as a % of male	Gender pay gap
1	7.43	7.44	100.17	-0.17
2	8.00	8.20	102.40	-2.40
3	9.05	9.24	102.09	-2.09
4	10.59	10.61	100.19	-0.19
5	12.83	13.04	101.64	-1.64
6	15.92	16.14	101.40	-1.40
7	19.33	19.32	99.92	0.08
8a	22.68	22.90	100.99	-0.99
8b	27.19	27.71	101.91	-1.91
8c	32.22	32.47	100.78	-0.78
Ad Hoc	6.01	5.86	97.59	2.41
Medical	35.55	25.29	71.14	28.86
Snr Mgr	57.51	44.12	76.72	23.28
Trust	17.63	12.86	72.93	27.06

* The gender pay gap for the medical posts reflects the low number of female consultants at the top level within the Trust. Positive action to encourage greater representation is included as an action in this report.

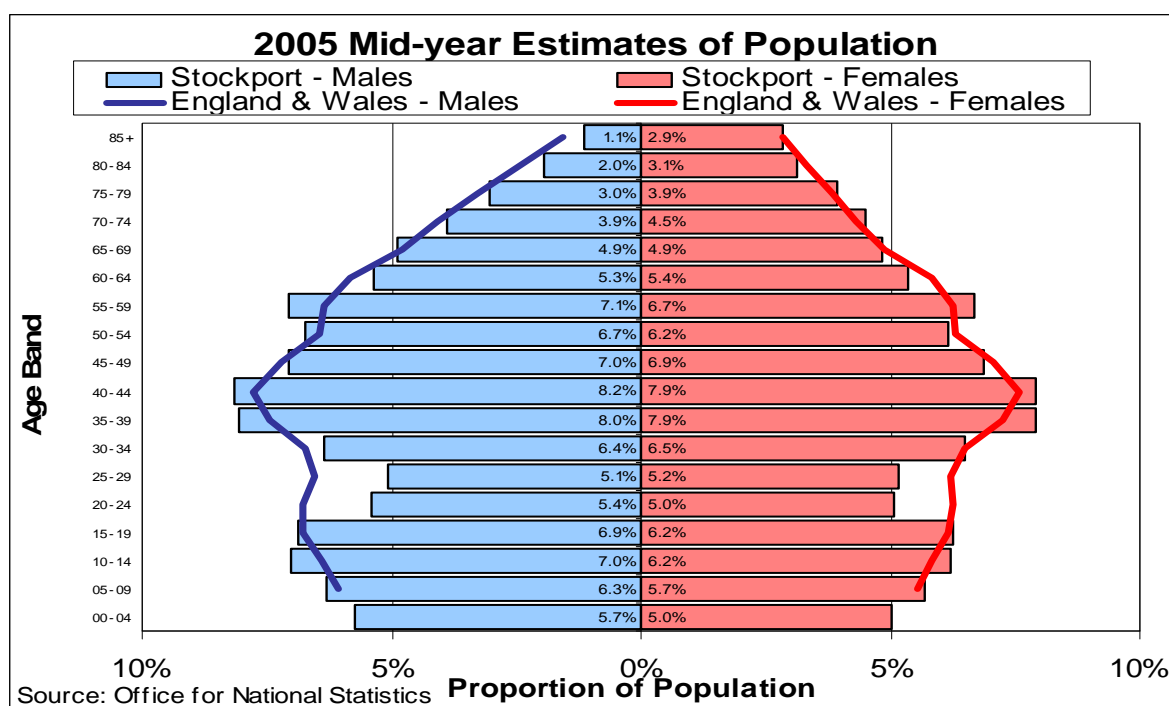
Further exploration may involve analysis of average pay by job types within a grade across the entire organisation or in particular parts of it or, where practical, listing pay for individual employees for investigation. Clearly, the number of possibilities for drilling down are large and the Trust will need to decide what is likely to be the most productive and informative approach.

6. Religion or Belief

	2007	2010	2011
Christian	39%	41%	54.7%
Atheism	4%	5%	6.7%
Islam	1%	1%	1.8%
Hinduism	0.5%	0.4%	1%
Buddhism	0.3%	0.3%	0.3%
Jainism	0%	0.1%	0
Judaism	0%	0.1%	0.2%
Sikhism	0%	0.1%	0.1%
Other religions	4%	5%	4.8%
I do not wish to disclose	0%	12%	11.4%
Not known/ stated	51%	36%	19%

Our monitoring figures for religion or belief have improved considerably over the last 4 years. 81% of staff have now disclosed their religion/ belief or stated that they do not want to disclose. The largest increase is in the Christian faith which corresponds with the high number of White British employees in the workforce. Further engagement with staff should help to understand why 11.4% of our staff have chosen not to disclose their religion or belief.

7. Age

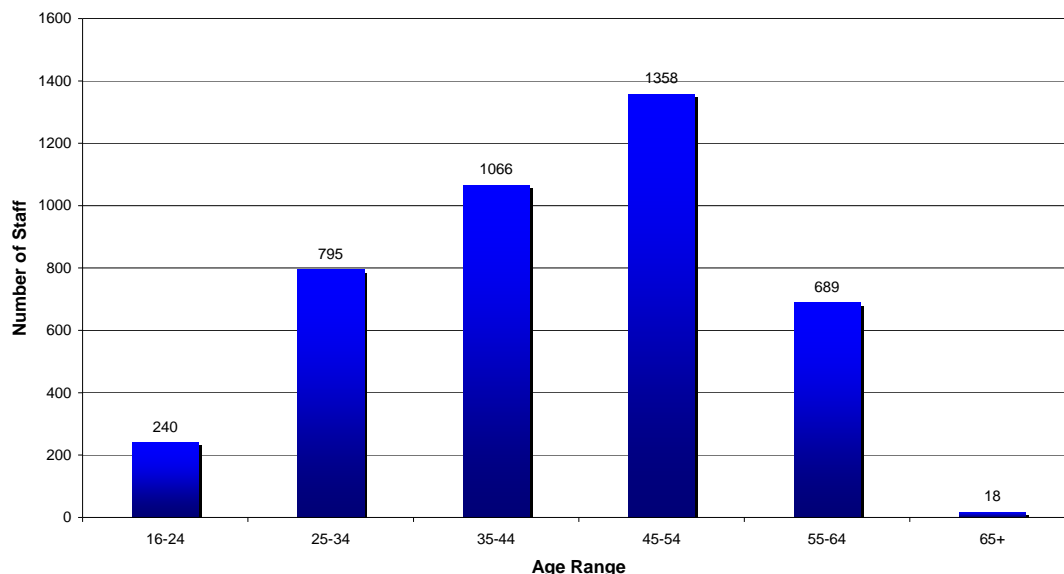


The age profile of the borough is slightly older than that of England and Wales with a marked difference at the 20 - 30 age group. According to the 2005 statistics from the Office for National Statistics the largest population band for Stockport is in the 35 - 44 age group whereas the Trust largest staff group is in the 45 - 54 band.

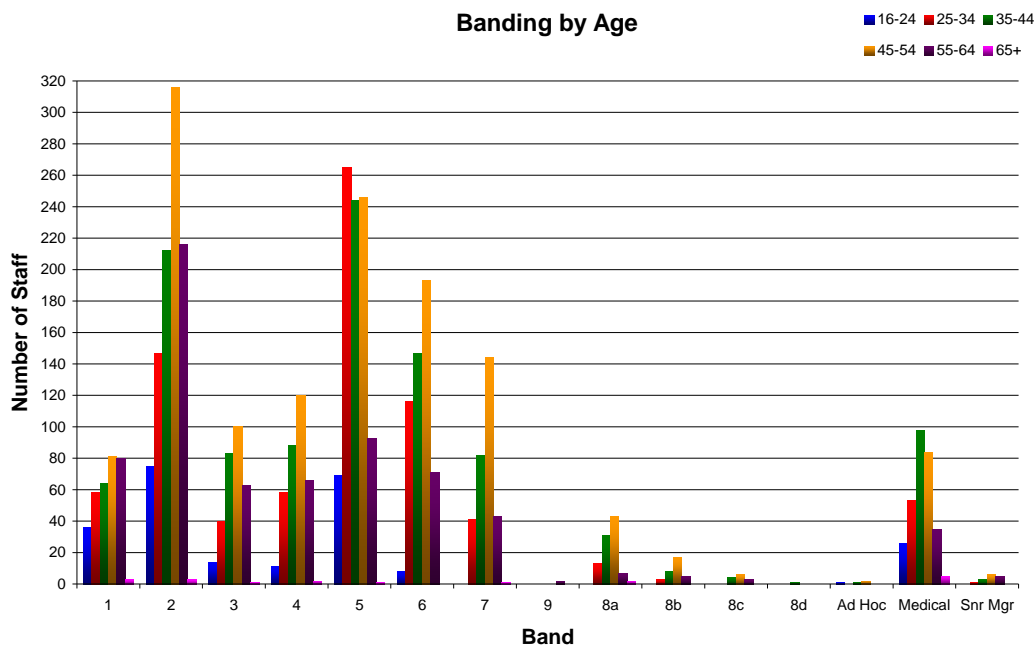
We are aware that, in common with other areas of the NHS, we have sometimes tended to struggle to attract and recruit younger people to work for us. At present, about a quarter of our staff are aged 35 years or under. The development of our

apprenticeship scheme will target younger people and through this give them the skills, confidence and desire to work with us.

Age of Trust Employees at October 2011



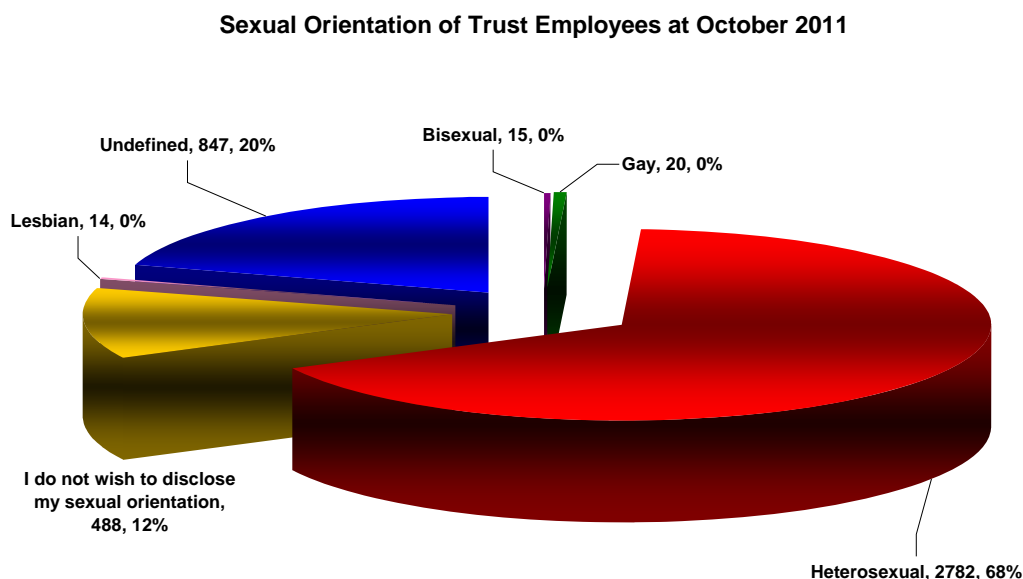
Banding by Age



Banding by age range shows a reasonable distribution but demonstrates the slightly older age profile. The majority of bands show the largest numbers of staff in the 45 – 54 range. Band 5 staff shows the youngest age profile with 59% of staff under 44 years of age, this group are closely followed by medical staffing where 60% are under 44 years of age, however this may be skewed by junior doctors in training.

8. Sexual Orientation

Studies conducted by HM Treasury / Department for Trade and Industry have estimated that between 5 and 7% of the UK population are LGB (lesbian, gay or bisexual). This means that there are likely to be between 14,000 and 20,000 LGB people in Stockport). In 2011 the Trust improved the disclosure rate for sexual orientation from 63% in 2010 to 80% in 2011. However, based on the 5 – 7% figure, the 1% who have declared their sexuality as lesbian, gay or bisexual at the Trust needs further investigation. The low figure could be due to false declaration or a real absence of lesbian, gay and bisexual individuals within the Trust workforce.

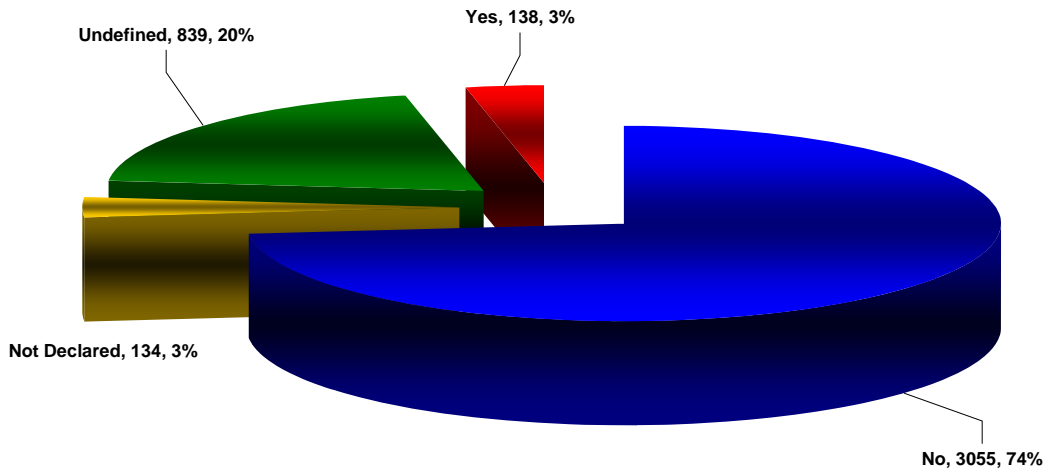


9. Disability

The 2001 census found that 17.7% of the local population described themselves as having a long term illness or disability.

In 2011 we improved the disclosure for disability from 61% in 2010 to 77% in 2011. However compared to a 17.7% disabled community in Stockport it would seem that the Trust has more work to do around encouraging disabled applicants for future vacancies with only 3% of our staff declaring a disability. The other explanation may be that staff are not confident to declare a disability for fear of unfair treatment. Again we must increase the confidence of staff to declare a disability and identify any issues they face. An employee network has been successfully introduced at the Trust and the we have recently applied for the disability standard with the Employers Forum for Disability. The impact assessment on recruitment will also help address issues that this group have raised around barriers to employment.

Disability of Trust Employees at October 2011



10. Pregnancy and Maternity

In 2009 there were 3,392 births recorded in Stockport, representing a 2% fertility rate. This is the joint second lowest rate in Greater Manchester, but slightly higher than the national average of 1.96%.

As at 31 October 2011, 95 members of staff were on Maternity and Adoption leave - 2.83% of the female headcount. Although this is slightly higher than the local population, it does reflect the higher percentage of women in the organisation.

11. Marriage and Civil partnerships

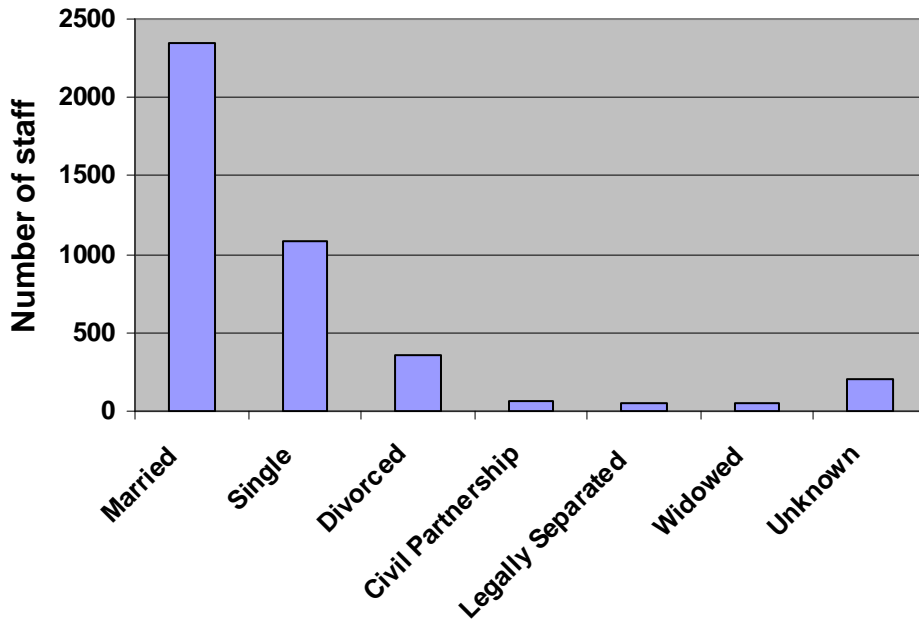
As of the 2001 census, 38% of Stockport's 120,456 households were married couples living together. The number of civil partnerships in Stockport is similar to other Greater Manchester boroughs, other than Central Manchester which has more than ten times the number of civil partnerships a year.

Year	Civil Partnerships	Male	Female
2007	28	13	15
2008	25	10	15
2009	13	7	6

As at 31 October 2011:

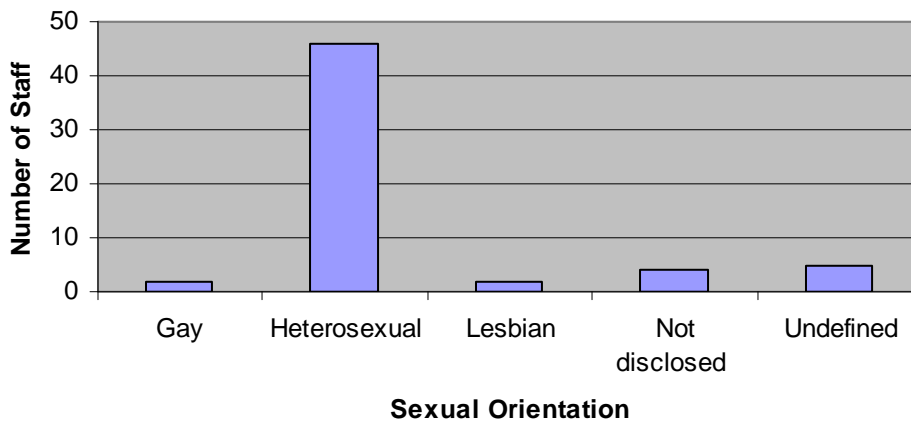
- 56.22% of the Trust staff were married
- 1.42% were in Civil Partnership
- 26.16% were single
- 8.52% were divorced
- 1.37% were legally separated

- 1.37% were widowed
- 4.94% marital status unknown



The higher than expected number of civil partnerships needs further examination and particularly because of the lack of correlation between this and sexual orientation. The table below highlights that although ESR records 59 civil partnerships the number of staff who are gay or lesbian recorded is 4. The concern is that when the data cleansing exercise was completed in September some staff confused civil partnership with civil ceremony. These staff will be contacted to ensure their personal details reflect their true marital status.

Civil Partnerships by sexual orientation



10. Disciplinarys, Grievances and Promotions

Appendices Two, Three and Four show the breakdown of disciplinarys, grievances and promotions at the Trust by Equality target Group. A summary table in Appendix Five highlights some key areas for concern that need further investigation.

Disciplinarys

Thirty disciplinarys were recorded on ESR between October 2010 and September 2011. The breakdown by protected characteristics should to be viewed by numbers rather than percentages as the small numbers can produce alarming statistics.

However, 14/30 of our disciplinarys are with male employees and as this group makes up only 19% of our workforce this will need further analysis. As will the number of disciplinarys with Black/ Black Caribbean African staff who accounted for 5 of the 30. Another concern is that 4 out of the 30 staff have declared a disability. These three areas will be further investigated and reported back in the next workforce monitoring report in April 2012.

Grievances

The pattern around higher than expected disciplinarys for male staff is also reflected in the number of grievances, 5/16 (31.25%) were from male employees.

Promotions

There are no alarming patterns identified for any protected groups other than the small number of promotions for staff with a disability. However, this needs to be viewed in the context of the low number of staff who have declared a disability and will be addressed through further communication to staff about the importance of declaring. Changes to the recruitment process identified in the impact assessment should also have a positive effect.

11. Recruitment and Selection

In total, we received 10,226 applications in the period October 2010 to September 2011, 2533 (25%) of these were short listed and 459 (5%) were appointed.

The table in appendix Six shows the ethnic breakdown of people at each stage of the Recruitment & Selection process: application, short listing and appointment. Some of the recruitment monitoring data from NHS Jobs suggests patterns of difference in the performance of ethnic groups within our Recruitment & Selection processes. For example, where Asian/ Asian British people made up 19% of applicants last year, they made up 15% of those short listed and 9% of those appointed. Similarly, Black/ Black British people made up 10% of applicants, 8% of those short listed and 5% of those appointed. Disabled candidates also seem to experience a high drop out rate through the recruitment and selection process compared to non-disabled. Disabled candidates make up 3.6% of applicants but only 2.8% of those appointed. Given that this report has already identified low representation in our workforce of disabled people this is a concern.

We understand that there may be some shortcomings in this data – for example, not all of the outcomes from recruitment processes are being uploaded onto the NHS Jobs system. This seems to be particularly true of medical posts, which often attract a large proportion of black and minority ethnic and male applicants.

12. Appraisals

Appendix Seven shows the breakdown of staff appraisals by Equality Target Group. The % column shows the percentage of staff appraised in relation to the headcount for that equality strand (excluding medical staff). E.g. of 2840 female members of staff 2146 have been appraised which is 75.6%, compared to 514 male staff members where 428 appraisals show an 83.3% completion rate.

Apart from a few spikes in the data where it is skewed by a small headcount it would seem that the appraisal process is well distributed throughout all equality strands.

13. Reason for leaving

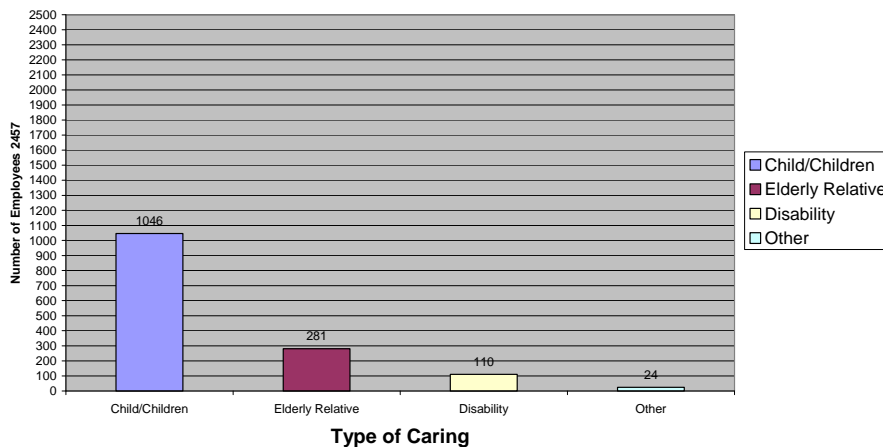
The tables in Appendix Eight show the reason for leaving the Trust by Equality Target Group. Patterns that need further investigation include:-

- 99 of the 197 voluntary resignations state reason as other/not known.
- The number of voluntary resignations related to work life balance for female staff.
- 5 of the 13 leavers who have declared a disability state reason as voluntary - other/not known.
- The number of dismissals for Black/ Black British-African is high compared to the number of staff employed in this ethnic group. This reflects an earlier pattern around disciplinaries.
- Religion/Belief – The patterns identified for ethnicity are also reflected in the data around religion, however care must be taken to view this data in terms of the numbers rather than percentages which can be distorted by the small numbers of staff.
- Sexual Orientation - There are no negative patterns identified by the data.
- Age range - There are no negative patterns identified by the data.

14. Caring Responsibilities

As part of the audit completed in September 2011 staff were asked about caring responsibilities outside of work. The following graph has the information from 2457 employees (approximately). The information also includes employees that do, some or all of the categories.

Caring responsibilities of staff



From the 2457 staff who responded to the questionnaire 1461 (60%) had some form of caring responsibility. If this 60% is reflected in the total workforce then 2500 of our staff will be balancing caring responsibilities with working arrangements. The highest area of care is for child/ children (43%), within a workforce that is 80% female this is not an unexpected statistic and will need careful consideration in our improving working lives action plan.

15. Conclusion/ Recommended Actions

The Trust has a legal duty to ensure that both employment and services are provided fairly and recognises that equality monitoring is an important way of assessing our progress. Monitoring can indicate whether we are offering equality of opportunity to all groups and can help us to make changes based on facts rather than assumptions. This report uses data taken from the Trust's Electronic Staff Record (ESR) and identifies possible trends/ patterns for further consideration. The Trust actions based on the analysis included in this report should include:-

- Continue to develop staff networks.
- Continue to develop the apprenticeship scheme at the Trust.
- Consider further positive action schemes for disabled applicants.
- Consider how to use positive action to attract minority ethnic staff across the range of job opportunities.
- Consider positive action to attract women into medical posts.
- Drill down further to examine the gender pay gap.
- Check the reliability of data for gender identity and civil partnerships
- Engage with staff to understand why 11.4% of them have chosen not to disclose their religion or belief and 12% their sexual orientation.
- Investigate patterns around disciplinarys
 - i. 50% male staff
 - ii. 5/30 Black/ Black Caribbean African Staff
 - iii. 4/30 declared a disability
- Continue to do spot audits on the recruitment process to further explore the drop out rates for BME candidates and those with a disability.
- Develop a strategy to improve data on ESR for reason for leaving.
- Further awareness raising around Improving Working Lives.

Author: Sue Clark, Equality and Diversity Manager, December 2011

Appendices

Appendix One – Banding by Ethnicity

Banding by Ethnicity at October 2011																	
Ethnic Origin	Band													Ad Hoc	Medical	Snr Mgr	Grand Total
	1	2	3	4	5	6	7	8a	8b	8c	8d	9					
White – British	224	841	279	319	681	468	289	86	30	11	1	2	3	147	13	3394	
White – Irish	2	11	0	2	8	8	4	1	1	0	0	0	0	8	0	45	
White – Any other White background	23	23	2	5	22	17	1	1	0	0	0	0	0	14	2	110	
Mixed – White & Black Caribbean	0	1	2	2	3	1	0	0	0	0	0	0	0	0	0	9	
Mixed – White & Black African	3	3	0	0	4	0	0	0	0	0	0	0	0	1	0	11	
Mixed – White & Asian	1	0	0	0	1	1	1	0	0	0	0	0	0	1	0	5	
Mixed – Any other mixed background	0	1	1	0	1	0	0	0	0	0	0	0	0	2	0	5	
Asian or Asian British – Indian	7	6	1	2	55	4	3	2	0	0	0	0	0	53	0	133	
Asian or Asian British – Pakistani	2	4	1	3	15	4	0	0	0	0	0	0	0	26	0	55	
Asian or Asian British – Bangladeshi	0	2	0	0	1	0	0	0	0	0	0	0	0	3	0	6	
Asian or Asian British – Any other Asian background	6	11	1	1	19	3	2	1	1	0	0	0	0	9	0	54	
Black or Black British – Caribbean	3	3	0	0	1	2	1	0	0	0	0	0	0	0	0	10	
Black or Black British – African	16	8	0	0	41	8	0	0	0	0	0	0	1	9	0	83	
Black or Black British – Any other Black background	0	0	0	0	1	0	1	1	0	0	0	0	0	0	0	3	
Chinese	2	2	0	0	2	1	0	1	1	0	0	0	0	4	0	13	
Any Other Ethnic Group	11	7	0	0	21	3	0	0	0	0	0	0	0	14	0	56	
Undefined	0	0	0	0	0	1	0	0	0	0	0	0	0	3	0	4	
Not Stated	22	46	14	11	42	14	9	3	0	2	0	0	0	7	0	170	
BME	16%	5%	2%	2%	18%	5%	3%	5%	6%	0	0	0	25%	44%	0	11%	
WME	8%	4%	1%	2%	3%	5%	2%	2%	3%	0	0	0	0	7%	13%	4%	
Grand Total	322	969	301	345	918	535	311	96	33	13	1	2	4	301	15	4166	

Appendix Two – Disciplinaries by Equality Group

Disciplinary Oct 2010 – Sept 2011					
Ethnic Origin	Total	Disabled	Total	Gender	Total
White - British	20	No	18	Female	16
Black or Black British - African	5	Not Declared	1	Male	14
Black or Black British – Any other background	1	Yes	4	Grand Total	30
Not Stated	3	Undefined	7		
Any other ethnic group	1				
Grand Total	30	Grand Total	30		
Religious Belief	Total	Age Range	Total		
Christianity	11	16-24	3		
I do not wish to disclose my religion/belief	3	25-34	7		
Other	2	35-44	7		
Undefined	8	45-54	10		
Atheism	4	55-64	3		
Islam	2	Grand Total	30		
Grand Total	30				
Sexual Orientation	Total				
Heterosexual	13				
I do not wish to disclose my sexual orientation	5				
Undefined	11				
Gay	1				
Grand Total	30				

Appendix Three – Grievances by Equality Group

Grievance Oct 2010 – Sept 2011					
Ethnic Origin	Total	Gender	Total	Disabled	Total
White - British	14	Female	11	No	12
Mixed – White Asian	1	Male	5	Yes	1
Not Stated	1	Total	16	Undefined	3
Total	16			Total	16
Religious Belief	Total	Age Range	Total		
Atheism	3	25-34	4		
Christianity	6	35-44	2		
I do not wish to disclose	4	45-54	5		
Other	1	55-64	5		
Undefined	2	Total	16		
Total	16				
Sexual Orientation	Total				
Heterosexual	11				
I do not wish to disclose	2				
Undefined	3				
Total	16				

Appendix Four – Promotions by Equality Group

Promotions – Oct 2010 – Sept 2011								
Ethnic Origin	Total	%	Gender	Total	%	Age Range	Total	%
White - British	77	83.69	Female	76	83	16-24	10	10.87
White - Irish	1	1.09	Male	16	17	25-34	31	33.70
White - Any other White background	1	1.09	Grand Total	92	100	35-44	27	29.35
Mixed - White & Black Caribbean	1	1.09				45-54	19	20.65
Asian or Asian British - Indian	1	1.09						
Asian or Asian British - Pakistani	2	2.17	Disabled	Total	%	55-64	5	5.43
Asian or Asian British - Any other Asian background	1	1.09	No	85	92	65+	0	0
Black or Black British - African	1	1.09	Not Declared	1	1	Grand Total	92	100.00
Black or Black British - Caribbean	1	1.09	Undefined	6	7			
Not Stated	6	6.51						
Grand Total	92	100.00	Grand Total	92	100			
Religious Belief	Total	%						
Atheism	2	2.17						
Christianity	61	66.30						
I do not wish to disclose my religion/belief	16	17.39						
Islam	2	2.17						
Other	7	7.61						
Undefined	4	4.36						
Grand Total	92	100.00						
Sexual Orientation	Total	%						
Heterosexual	73	79.35						
Bisexual	1	1.09						
I do not wish to disclose my sexual orientation	14	15.22						
Undefined	4	4.34						
Grand Total	92	100.00						

Appendix Five – Summary: Disciplinaries, Grievances and Promotions

Ethnic Origin	Total Staff	% Staff	% Promotions	% Grievances	% Disciplinaries
White:					
British	3394	81.47	83.69%	88%	67%
Irish	45	1.08	1.09%		
Other White	110	2.64	1.09%		
Mixed:					
White/Black Caribbean	9	0.22	1.09%		
White/Black African	11	0.26			
White/ Asian	5	0.12		6%	
Other Mixed	5	0.12			
Asian/ Asian British:					
Indian	133	3.19	1.09%		
Pakistani	55	1.32	2.17%		
Bangladeshi	6	0.14			
Other Asian	54	1.30	1.09%		
Black/ Black British:					
Black/ Black Caribbean	10	0.24	1.09%		
African	83	1.99	1.09%		17%
Other Black	3	0.07			3%
Other:					
Chinese	13	0.31			
Other Ethnicity	56	1.34			3%
Not Stated				6%	
Grand Total	4166	100%	100%	100%	100%

Gender	Total Staff	% Staff	% Promotions	% Grievances	% Disciplinaries
Female	3361	81%	83%	69%	53%
Male	805	19%	17%	31%	47%
Grand Total	4166	100%	100%	100%	100%

Age Range	Total Staff	% Staff	% Promotions	% Grievances	% Disciplinaries
16-24	240	5.8%	10.87%	0%	10%
25-34	795	19.1%	33.7%	25%	23%
35-44	1066	25.6%	29.35%	13%	23%
45-54	1358	32.6%	20.65%	31%	34%
55-64	689	16.5%	5.43%	31%	10%
65+	18	0.4%	0%	0%	0%
Grand Total	4166	100%	100%	100%	100%

Sexual Orientation	Total Staff	% Staff	% Promotions	% Grievances	% Disciplinarys
Heterosexual	2782	67%	80%	69%	43%
Gay	20	1%			3%
Lesbian	14	0%	1%		
Bisexual	15	0%			
I do not wish to disclose	488	12%	15%	13%	
Undefined	847	20%	4%	18%	37%
Grand Total	4166	100%	100%	100%	100%
Disability	Total Staff	% Staff	% Promotions	% Grievances	% Disciplinarys
No	3055	74%	92%	75%	60%
Yes	138	3%		6%	13%
Not Declared	134	3%	1%	6%	4%
Undefined	839	20%	7%	13%	23%
Grand Total	4166	100%	100%	100%	100%
Religion or belief	Total Staff	% Staff	% Promotions	% Grievances	% Disciplinarys
Christian		54.7%	66%	38%	37%
Atheism		6.7%	2%	18%	13%
Islam		1.8%	2%		7%
Hinduism		1%			
Buddhism		0.3%			
Jainism		0%			
Judaism		0.2%			
Sikhism		0.1%			
Other religions		4.8%	8%	6%	7%
Do not wish to declare		11.4%	17%	25%	10%
Not known/stated		19%	5%	13%	26%
Grand Total	4166	100%	100%	100%	100%

Appendix Six – Recruitment and Selection

NHS Jobs data is from June 2009 – March 2010:

Ethnicity	Applied	Short listed	Appointed
White:			
British	58.7%	68.0%	78.6%
Irish	0.8%	0.6%	1.1%
Other White	6.0%	4.2%	3.5%
Mixed:			
White/Black Caribbean	0.4%	0.4%	0.2%
White/Black African	0.5%	0.4%	0.2%
White/ Asian	0.3%	0.4%	0.2%
Other Mixed	0.6%	0.5%	0%
Asian/ Asian British:			
Indian	8.5%	6.8%	2.8%
Pakistani	6.7%	5.2%	3.7%
Bangladeshi	1.2%	1.1%	0.4%
Other Asian	2.4%	2.2%	2.0%
Black/ Black British:			
Black/ Black Caribbean	0.8%	0.8%	1.1%
African	8.4%	6.4%	3.5%
Other Black	0.5%	0.4%	0%
Other:			
Chinese	0.6%	0.6%	0.9%
Other Ethnicity	2.2%	1.5%	0.4%
Total BME*			
Total BME + WME*			
Not given	1.3%	1.0%	1.3%

Religious Belief	Applied	Short listed	Appointed
Atheism	8.4%	9.2%	10.0%
Buddhism	0.9%	1.0%	0.4%
Christianity	56.4%	57.5%	62.5%
Hinduism	3.7%	3.7%	1.3%
Islam	13.3%	10.1%	6.8%
Jainism	0.01%	0%	0%
Judaism	0.1%	0.2%	0%
Sikhism	0.4%	0.2%	0%
Other	8.9%	9.9%	8.3%
Undisclosed	7.9%	8.3%	10.7%

Disabled	Applied	Short listed	Appointed
Yes	3.6%	4.1%	2.8%
No	95.9%	95.2%	96.7%
Undisclosed	0.5%	0.7%	0.4%

Gender	Applied	Short listed	Appointed
Male	31.3%	28.6%	26.4%
Female	68.7%	71.4%	73.6%

Age Range	Applied	Short listed	Appointed
16-24	24.7%	22.5%	26.4%
25-34	34.6%	32.4%	28.3%
35-44	23.8%	24.2%	23.3%
45-54	13.3%	17.0%	18.3%
55-64	3.5%	3.8%	3.5%
65+	0.1%	0.1%	0.2%
Undisclosed	0.01%	0%	0%

Sexual Orientation	Applied	Short listed	Appointed
Lesbian	0.4%	0.7%	0.8%
Gay	1.4%	1.5%	0.9%
Bisexual	1.1%	0.7%	0.7%
Heterosexual	89.6%	90.8%	91.5%
Undisclosed	7.4%	6.4%	6.1%

Court Conviction	Applied	Short listed	Appointed
Yes	0.8%	0.6%	0%
No	92.3%	86.9%	74.0%
Undisclosed	6.9%	12.4%	26.0%

Appendix Seven – Appraisals by Equality Group (excluding medical staff)

Appraisals 1 October 2010 – 30 Sep 2011							
	No Appraised	Total Headcount	%	Ethnic Origin	No Appraised	Total Headcount	%
Trust	2574	3354	76.74	White - British	2171	2810	77.26
				White - Irish	23	30	76.67
Gender	No Appraised	Total Headcount	%	White - Any other White background	68	87	78.16
Female	2146	2840	75.56	Mixed - White & Black Caribbean	6	8	75.00
Male	428	514	83.27	Mixed - White & Black African	3	9	33.33
Total	2574	3354	76.74	Mixed - White & Asian	5	5	100.00
Disability	No Appraised	Total Headcount	%	Mixed - Any other mixed background	3	3	100.00
No	1914	2445	78.28	Asian or Asian British - Indian	49	66	74.24
Not Declared	76	106	71.70	Asian or Asian British - Pakistani	17	21	80.95
Undefined	489	682	71.70	Asian or Asian British - Bangladeshi	0	1	0.00
Yes	95	121	78.51	Asian or Asian British - Any other Asian background	33	40	82.50
Total	2574	3354	76.74	Black or Black British - Caribbean	7	8	87.50
Religion & Belief	No Appraised	Total Headcount	%	Black or Black British - African	40	63	63.49
Atheism	176	222	79.28	Black or Black British - Any other Black background	1	2	50.00
Buddhism	6	6	100.00	Chinese	7	8	87.50
Christianity	1463	1884	77.65	Any Other Ethnic Group	31	38	81.58
Hinduism	10	12	83.33	Not Stated	110	155	70.97
I do not wish to disclose	317	407	77.89	Total	2574	3354	76.74
				Sexual Orientation	No Appraised	Total Headcount	%
Islam	27	34	79.41	Bisexual	6	10	60.00
Judaism	2	2	100.00	Gay	14	16	87.50
Other	129	155	83.23	Heterosexual	1742	2203	79.07
Sikhism	1	1	100.00	I do not wish to disclose my sexual orientation	325	434	74.88
Undefined	443	631	70.21	Lesbian	6	10	60.00
Total	2574	3354	76.74	Undefined	481	681	70.63
Age Range	No Appraised	Total Headcount	%	Total	2574	3354	76.74
16-24	99	125	79.20				
25-34	442	558	79.21				
35-44	665	854	77.87				
45-54	916	1204	76.08				
55-64	445	604	73.68				
65+	7	9	77.78				
Total	2574	3354	76.74				

Appendix Eight – Reason for leaving by Equality Group

Reason for Leaving by GENDER Oct 2010 to Sept 2011		
Gender	Leaving Reason	Total
Female	Bank Staff not fulfilled minimum work requirement	1
	Death in Service	1
	Dismissal - Capability	6
	Dismissal - Some Other Substantial Reason	9
	Employee Transfer	10
	End of Fixed Term Contract	16
	End of Fixed Term Contract - Completion of Training Scheme	20
	End of Fixed Term Contract - Other	4
	Flexi Retirement	23
	Redundancy - Compulsory	6
	Redundancy - Voluntary	23
	Retirement - Ill Health	4
	Retirement Age	68
	Voluntary Early Retirement - with Actuarial Reduction	11
	Voluntary Resignation - Adult Dependants	2
	Voluntary Resignation - Better Reward Package	3
	Voluntary Resignation - Child Dependants	6
	Voluntary Resignation - Health	9
	Voluntary Resignation - Incompatible Working Relationships	5
	Voluntary Resignation - Lack of Opportunities	1
	Voluntary Resignation - Other/Not Known	72
	Voluntary Resignation - Promotion	5
	Voluntary Resignation - Relocation	32
Voluntary Resignation - To undertake further education or training	8	
Voluntary Resignation - Work Life Balance	8	
Female Total		353
Male	Dismissal - Capability	1
	Dismissal - Conduct	4
	Dismissal - Some Other Substantial Reason	1
	Dismissal - Statutory Reason	1
	Employee Transfer	3
	End of Fixed Term Contract	11
	End of Fixed Term Contract - Completion of Training Scheme	12
	Flexi Retirement	4
	Redundancy - Compulsory	2
	Redundancy - Voluntary	8
	Retirement - Ill Health	2
	Retirement Age	23
	Voluntary Early Retirement - with Actuarial Reduction	1
	Voluntary Resignation - Better Reward Package	2
	Voluntary Resignation - Health	3
	Voluntary Resignation - Other/Not Known	27
	Voluntary Resignation - Promotion	5
Voluntary Resignation - Relocation	3	
Voluntary Resignation - To undertake further education or training	4	
Voluntary Resignation - Work Life Balance	2	
Male Total		119
Grand Total		472

Reason for Leaving by Disability Oct 2010 to Sept 2011		
Disabled	Leaving Reason	Total
No	Bank Staff not fulfilled minimum work requirement	1
	Dismissal - Capability	4
	Dismissal - Conduct	3
	Dismissal - Some Other Substantial Reason	6
	Dismissal - Statutory Reason	1
	Employee Transfer	9
	End of Fixed Term Contract	11
	End of Fixed Term Contract - Completion of Training Scheme	5
	End of Fixed Term Contract - Other	2
	Flexi Retirement	22
	Redundancy - Compulsory	5
	Redundancy - Voluntary	20
	Retirement - Ill Health	3
	Retirement Age	56
	Voluntary Early Retirement - with Actuarial Reduction	6
	Voluntary Resignation - Adult Dependants	1
	Voluntary Resignation - Better Reward Package	5
	Voluntary Resignation - Child Dependants	4
	Voluntary Resignation - Health	6
	Voluntary Resignation - Incompatible Working Relationships	4
	Voluntary Resignation - Lack of Opportunities	1
	Voluntary Resignation - Other/Not Known	67
	Voluntary Resignation - Promotion	6
	Voluntary Resignation - Relocation	28
Voluntary Resignation - To undertake further education or training	11	
Voluntary Resignation - Work Life Balance	5	
No Total		292
Not Declared	Dismissal - Some Other Substantial Reason	1
	Employee Transfer	1
	End of Fixed Term Contract	1
	End of Fixed Term Contract - Other	1
	Redundancy - Voluntary	2
	Retirement - Ill Health	1
	Retirement Age	2
	Voluntary Resignation - Other/Not Known	1
	Voluntary Resignation - Relocation	1
Voluntary Resignation - Work Life Balance	1	
Not Declared Total		12
Undefined	Death in Service	1
	Dismissal - Capability	3
	Dismissal - Conduct	1
	Dismissal - Some Other Substantial Reason	3
	Employee Transfer	3
	End of Fixed Term Contract	15
	End of Fixed Term Contract - Completion of Training Scheme	27
	End of Fixed Term Contract - Other	1
	Flexi Retirement	5
	Redundancy - Compulsory	2
	Redundancy - Voluntary	9

	Retirement - Ill Health	2
	Retirement Age	29
	Voluntary Early Retirement - with Actuarial Reduction	6
	Voluntary Resignation - Adult Dependants	1
	Voluntary Resignation - Child Dependants	2
	Voluntary Resignation - Health	4
	Voluntary Resignation - Incompatible Working Relationships	1
	Voluntary Resignation - Other/Not Known	26
	Voluntary Resignation - Promotion	4
	Voluntary Resignation - Relocation	6
	Voluntary Resignation - Work Life Balance	4
Undefined Total		155
Yes	Redundancy - Compulsory	1
	Retirement Age	4
	Voluntary Resignation - Health	2
	Voluntary Resignation - Other/Not Known	5
	Voluntary Resignation - To undertake further education or training	1
Yes Total		13
Grand Total		472

Reason for Leaving by Religious Belief Oct 2010 to Sept 2011		
Religious Belief	Leaving Reason	Total
Atheism	Employee Transfer	1
	End of Fixed Term Contract	2
	End of Fixed Term Contract - Completion of Training Scheme	1
	Flexi Retirement	2
	Redundancy - Compulsory	1
	Redundancy - Voluntary	2
	Retirement Age	2
	Voluntary Resignation - Better Reward Package	3
	Voluntary Resignation - Other/Not Known	7
	Voluntary Resignation - Relocation	4
	Voluntary Resignation - Work Life Balance	3
Atheism Total		28
Buddhism	End of Fixed Term Contract	1
	Retirement - Ill Health	1
	Voluntary Resignation - Other/Not Known	3
Buddhism Total		5
Christianity	Bank Staff not fulfilled minimum work requirement	1
	Dismissal - Capability	2
	Dismissal - Conduct	1
	Dismissal - Some Other Substantial Reason	2
	Dismissal - Statutory Reason	1
	Employee Transfer	6
	End of Fixed Term Contract	5
	End of Fixed Term Contract - Completion of Training Scheme	1
	End of Fixed Term Contract - Other	2
	Flexi Retirement	16

	Redundancy - Compulsory	5
	Redundancy - Voluntary	18
	Retirement - Ill Health	2
	Retirement Age	48
	Voluntary Early Retirement - with Actuarial Reduction	3
	Voluntary Resignation - Adult Dependants	2
	Voluntary Resignation - Better Reward Package	2
	Voluntary Resignation - Child Dependants	4
	Voluntary Resignation - Health	6
	Voluntary Resignation - Incompatible Working Relationships	4
	Voluntary Resignation - Lack of Opportunities	1
	Voluntary Resignation - Other/Not Known	38
	Voluntary Resignation - Promotion	5
	Voluntary Resignation - Relocation	17
	Voluntary Resignation - To undertake further education or training	8
	Voluntary Resignation - Work Life Balance	1
Christianity Total		201
Hinduism	Voluntary Resignation - Other/Not Known	1
	Voluntary Resignation - Promotion	1
Hinduism Total		2
I do not wish to disclose	Dismissal - Some Other Substantial Reason	3
	Employee Transfer	1
	End of Fixed Term Contract	3
	End of Fixed Term Contract - Completion of Training Scheme	4
	Flexi Retirement	3
	Redundancy - Voluntary	3
	Retirement Age	9
	Voluntary Early Retirement - with Actuarial Reduction	1
	Voluntary Resignation - Health	2
	Voluntary Resignation - Other/Not Known	14
	Voluntary Resignation - Promotion	1
	Voluntary Resignation - Relocation	5
	Voluntary Resignation - To undertake further education or training	2
	Voluntary Resignation - Work Life Balance	2
I do not wish to disclose my religion/belief Total		53
Islam	Dismissal - Conduct	1
	End of Fixed Term Contract	2
	End of Fixed Term Contract - Completion of Training Scheme	1
	Voluntary Resignation - Relocation	1
Islam Total		5
Judaism	Voluntary Resignation - Other/Not Known	1
Judaism Total		1
Other	Dismissal - Capability	1
	Dismissal - Conduct	1
	Dismissal - Some Other Substantial Reason	1
	Employee Transfer	3
	End of Fixed Term Contract - Completion of Training Scheme	1
	Flexi Retirement	1
	Retirement - Ill Health	1
	Retirement Age	3

	Voluntary Resignation - Other/Not Known	8
	Voluntary Resignation - Promotion	1
	Voluntary Resignation - Relocation	1
	Voluntary Resignation - To undertake further education or training	2
Other Total		24
Undefined	Death in Service	1
	Dismissal - Capability	4
	Dismissal - Conduct	1
	Dismissal - Some Other Substantial Reason	4
	Employee Transfer	2
	End of Fixed Term Contract	14
	End of Fixed Term Contract - Completion of Training Scheme	24
	End of Fixed Term Contract - Other	2
	Flexi Retirement	5
	Redundancy - Compulsory	2
	Redundancy - Voluntary	8
	Retirement - Ill Health	2
	Retirement Age	29
	Voluntary Early Retirement - with Actuarial Reduction	8
	Voluntary Resignation - Child Dependants	2
	Voluntary Resignation - Health	4
	Voluntary Resignation - Incompatible Working Relationships	1
	Voluntary Resignation - Other/Not Known	27
	Voluntary Resignation - Promotion	2
	Voluntary Resignation - Relocation	7
Voluntary Resignation - Work Life Balance	4	
Undefined Total		153
Grand Total		472

Reason for Leaving by Ethnic Origin Oct 2010 to Sept 2011		
Ethnic Origin	Leaving Reason	Total
White - British	Bank Staff not fulfilled minimum work requirement	1
	Death in Service	1
	Dismissal - Capability	6
	Dismissal - Conduct	1
	Dismissal - Some Other Substantial Reason	7
	Employee Transfer	11
	End of Fixed Term Contract	11
	End of Fixed Term Contract - Completion of Training Scheme	25
	End of Fixed Term Contract - Other	4
	Flexi Retirement	25
	Redundancy - Compulsory	8
	Redundancy - Voluntary	27
	Retirement - Ill Health	5
	Retirement Age	75
	Voluntary Early Retirement - with Actuarial Reduction	12
	Voluntary Resignation - Adult Dependants	2

	Voluntary Resignation - Better Reward Package	4
	Voluntary Resignation - Child Dependants	5
	Voluntary Resignation - Health	10
	Voluntary Resignation - Incompatible Working Relationships	4
	Voluntary Resignation - Lack of Opportunities	1
	Voluntary Resignation - Other/Not Known	77
	Voluntary Resignation - Promotion	7
	Voluntary Resignation - Relocation	25
	Voluntary Resignation - To undertake further education or training	11
	Voluntary Resignation - Work Life Balance	6
White - British Total		371
White - Irish	Employee Transfer	1
	End of Fixed Term Contract	1
	End of Fixed Term Contract - Completion of Training Scheme	1
	Retirement Age	6
	Voluntary Resignation - Better Reward Package	1
White - Irish Total		10
White - Any other White background	Dismissal - Conduct	1
	End of Fixed Term Contract	2
	Retirement Age	1
	Voluntary Resignation - Health	1
	Voluntary Resignation - Other/Not Known	3
	Voluntary Resignation - Relocation	3
	Voluntary Resignation - Work Life Balance	1
White - Any other White background Total		12
Mixed - White & Black Caribbean	Voluntary Resignation - Relocation	1
	Mixed - White & Black Caribbean Total	
Mixed - White & Black African	Redundancy - Voluntary	1
	Voluntary Resignation - Other/Not Known	1
Mixed - White & Black African Total		2
Mixed - Any other mixed background	End of Fixed Term Contract - Completion of Training Scheme	1
	End of Fixed Term Contract	1
	Voluntary Resignation - Work Life Balance	1
Mixed - Any other mixed background Total		3
Asian or Asian British - Indian	End of Fixed Term Contract	3
	End of Fixed Term Contract - Completion of Training Scheme	1
	Voluntary Resignation - Child Dependants	1
	Voluntary Resignation - Other/Not Known	2
	Voluntary Resignation - Promotion	2
	Voluntary Resignation - Relocation	1
	Voluntary Resignation - Work Life Balance	1

Asian or Asian British - Indian Total		11
Asian or Asian British - Pakistani	End of Fixed Term Contract	1
	Voluntary Resignation - Other/Not Known	2
	Voluntary Resignation - Promotion	1
Asian or Asian British - Pakistani Total		4
Asian or Asian British - Bangladeshi	End of Fixed Term Contract	1
	End of Fixed Term Contract - Completion of Training Scheme	1
	Retirement Age	1
	Voluntary Resignation - Other/Not Known	1
Asian or Asian British - Bangladeshi Total		4
Asian or Asian British - Any other Asian background	End of Fixed Term Contract	3
	End of Fixed Term Contract - Completion of Training Scheme	3
	Retirement Age	1
	Voluntary Resignation - Incompatible Working Relationships	1
	Voluntary Resignation - Other/Not Known	1
	Voluntary Resignation - Relocation	1
Asian or Asian British - Any other Asian background Total		10
Black or Black British - African	Dismissal - Conduct	2
	Dismissal - Some Other Substantial Reason	1
	Dismissal - Statutory Reason	1
	End of Fixed Term Contract	1
	Retirement Age	3
	Voluntary Resignation - Health	1
	Voluntary Resignation - Other/Not Known	6
	Voluntary Resignation - Relocation	2
Black or Black British - African Total		17
Black or Black British - Any other Black background	Dismissal - Some Other Substantial Reason	1
Black or Black British - Any other Black background Total		1
Chinese	Voluntary Resignation - Other/Not Known	3
Chinese Total		3
Any Other Ethnic Group	End of Fixed Term Contract	1
	Retirement Age	1
	Voluntary Resignation - Other/Not Known	1
	Voluntary Resignation - Relocation	2
Any Other Ethnic Group Total		5
Undefined	End of Fixed Term Contract	2
Undefined Total		2

Not Stated	Dismissal - Capability	1
	Dismissal - Some Other Substantial Reason	1
	Employee Transfer	1
	Flexi Retirement	2
	Redundancy - Voluntary	3
	Retirement - Ill Health	1
	Retirement Age	3
	Voluntary Resignation - Other/Not Known	2
	Voluntary Resignation - To undertake further education or training	1
	Voluntary Resignation - Work Life Balance	1
Not Stated Total		16
Grand Total		472

Reason for Leaving by Sexual orientation Oct 2010 to Sept 2011		
Sexual Orientation	Leaving Reason	Total
Bisexual	Voluntary Resignation - Relocation	1
Bisexual Total		1
Gay	Voluntary Resignation - Other/Not Known	1
	Voluntary Resignation - Promotion	1
	Voluntary Resignation - To undertake further education or training	2
Gay Total		4
Heterosexual	Bank Staff not fulfilled minimum work requirement	1
	Dismissal - Capability	4
	Dismissal - Conduct	1
	Dismissal - Statutory Reason	1
	Employee Transfer	9
	End of Fixed Term Contract	9
	End of Fixed Term Contract - Completion of Training Scheme	5
	End of Fixed Term Contract - Other	2
	Flexi Retirement	18
	Redundancy - Compulsory	3
	Redundancy - Voluntary	15
	Retirement - Ill Health	3
	Retirement Age	43
	Voluntary Early Retirement - with Actuarial Reduction	4
	Voluntary Resignation - Adult Dependants	1
	Voluntary Resignation - Better Reward Package	5
	Voluntary Resignation - Child Dependants	3
	Voluntary Resignation - Health	7
	Voluntary Resignation - Incompatible Working Relationships	4
	Voluntary Resignation - Lack of Opportunities	1
	Voluntary Resignation - Other/Not Known	54
	Voluntary Resignation - Promotion	6
	Voluntary Resignation - Relocation	23
Voluntary Resignation - To undertake further education or training	7	
Voluntary Resignation - Work Life Balance	5	
Heterosexual Total		234
I do not wish to disclose	Dismissal - Conduct	1

	Dismissal - Some Other Substantial Reason	4
	Employee Transfer	2
	End of Fixed Term Contract	4
	End of Fixed Term Contract - Completion of Training Scheme	3
	Flexi Retirement	3
	Redundancy - Compulsory	2
	Redundancy - Voluntary	6
	Retirement - Ill Health	1
	Retirement Age	17
	Voluntary Early Retirement - with Actuarial Reduction	1
	Voluntary Resignation - Health	1
	Voluntary Resignation - Other/Not Known	16
	Voluntary Resignation - Promotion	1
	Voluntary Resignation - Relocation	5
	Voluntary Resignation - To undertake further education or training	3
	Voluntary Resignation - Work Life Balance	1
I do not wish to disclose Total		71
Lesbian	Voluntary Resignation - Other/Not Known	1
Lesbian Total		1
Undefined	Death in Service	1
	Dismissal - Capability	3
	Dismissal - Conduct	2
	Dismissal - Some Other Substantial Reason	6
	Employee Transfer	2
	End of Fixed Term Contract	14
	End of Fixed Term Contract - Completion of Training Scheme	24
	End of Fixed Term Contract - Other	2
	Flexi Retirement	6
	Redundancy - Compulsory	3
	Redundancy - Voluntary	10
	Retirement - Ill Health	2
	Retirement Age	31
	Voluntary Early Retirement - with Actuarial Reduction	7
	Voluntary Resignation - Adult Dependants	1
	Voluntary Resignation - Child Dependants	3
	Voluntary Resignation - Health	4
	Voluntary Resignation - Incompatible Working Relationships	1
	Voluntary Resignation - Other/Not Known	27
	Voluntary Resignation - Promotion	2
	Voluntary Resignation - Relocation	6
	Voluntary Resignation - Work Life Balance	4
Undefined Total		161
Grand Total		472

Reason for Leaving by Age Range Oct 2010 to Sept 2011		
Age Range	Leaving Reason	Total
16-24	Bank Staff not fulfilled minimum work requirement	1
	Dismissal - Some Other Substantial Reason	3
	End of Fixed Term Contract	2
	End of Fixed Term Contract - Completion of Training Scheme	3
	End of Fixed Term Contract - Other	1
	Voluntary Resignation - Better Reward Package	2
	Voluntary Resignation - Health	1
	Voluntary Resignation - Incompatible Working Relationships	1
	Voluntary Resignation - Other/Not Known	14
	Voluntary Resignation - Relocation	2
	Voluntary Resignation - To undertake further education or training	4
	Voluntary Resignation - Work Life Balance	1
16-24 Total		35
25-34	Dismissal - Capability	2
	Dismissal - Conduct	1
	Dismissal - Some Other Substantial Reason	1
	Dismissal - Statutory Reason	1
	Employee Transfer	6
	End of Fixed Term Contract	8
	End of Fixed Term Contract - Completion of Training Scheme	26
	End of Fixed Term Contract - Other	2
	Voluntary Resignation - Child Dependants	3
	Voluntary Resignation - Health	1
	Voluntary Resignation - Incompatible Working Relationships	1
	Voluntary Resignation - Other/Not Known	28
	Voluntary Resignation - Promotion	3
	Voluntary Resignation - Relocation	14
	Voluntary Resignation - To undertake further education or training	6
Voluntary Resignation - Work Life Balance	1	
25-34 Total		104
35-44	Dismissal - Conduct	1
	Dismissal - Some Other Substantial Reason	4
	Employee Transfer	3
	End of Fixed Term Contract	13
	End of Fixed Term Contract - Completion of Training Scheme	3
	Redundancy - Compulsory	3
	Redundancy - Voluntary	2
	Voluntary Resignation - Better Reward Package	1
	Voluntary Resignation - Child Dependants	3
	Voluntary Resignation - Health	4
	Voluntary Resignation - Incompatible Working Relationships	1
	Voluntary Resignation - Other/Not Known	31
	Voluntary Resignation - Promotion	1
	Voluntary Resignation - Relocation	9
Voluntary Resignation - To undertake further education or training	1	
Voluntary Resignation - Work Life Balance	4	
35-44 Total		84
45-54	Death in Service	1
	Dismissal - Capability	2

	Dismissal - Some Other Substantial Reason	2
	Employee Transfer	3
	End of Fixed Term Contract	4
	Flexi Retirement	1
	Redundancy - Compulsory	5
	Redundancy - Voluntary	9
	Retirement - Ill Health	1
	Voluntary Early Retirement - with Actuarial Reduction	2
	Voluntary Resignation - Adult Dependants	1
	Voluntary Resignation - Better Reward Package	1
	Voluntary Resignation - Health	3
	Voluntary Resignation - Incompatible Working Relationships	1
	Voluntary Resignation - Lack of Opportunities	1
	Voluntary Resignation - Other/Not Known	19
	Voluntary Resignation - Promotion	6
	Voluntary Resignation - Relocation	8
	Voluntary Resignation - To undertake further education or training	1
	Voluntary Resignation - Work Life Balance	3
45-54 Total		74
55-64	Dismissal - Capability	3
	Dismissal - Conduct	2
	Employee Transfer	1
	Flexi Retirement	24
	Redundancy - Voluntary	20
	Retirement - Ill Health	4
	Retirement Age	33
	Voluntary Early Retirement - with Actuarial Reduction	10
	Voluntary Resignation - Adult Dependants	1
	Voluntary Resignation - Better Reward Package	1
	Voluntary Resignation - Health	3
	Voluntary Resignation - Incompatible Working Relationships	1
	Voluntary Resignation - Other/Not Known	4
	Voluntary Resignation - Relocation	2
Voluntary Resignation - Work Life Balance	1	
55-64 Total		110
65+	End of Fixed Term Contract - Other	1
	Flexi Retirement	2
	Retirement - Ill Health	1
	Retirement Age	58
	Voluntary Resignation - Other/Not Known	3
65+ Total		65
Grand Total		472

Appendix Nine

Key findings from the Equality Impact Assessment of the recruitment and selection process

The existing procedures are good, and they could be better if the Trust adopts a relatively small number of easy and low cost recommendations.

The procedures are not always applied in practice, or applied consistently, and this is where the majority of Trust effort should be used.

People involved in the review (staff, patients, community groups) had many helpful suggestions to make, and these are incorporated into the recommendations.

There is a good balance of people from protected groups applying for jobs and being shortlisted. The protected characteristics where the lowest numbers of people are attracted to apply to the Trust appear to be disability and sexual orientation.

That balance is not always maintained between the interview and the appointment. In other words there is a potential negative impact for all equality strands (except gender) at this stage. This indicates that interviews need attention.

Recommendations and Action Plan

The analysis section identified well developed policies and procedures on recruitment and selection that can be strengthened further to guard against negative impact and ensure an equal and fair process.

The information gathered from the focus groups, spot checks and Stockport NHS Trust and elsewhere confirms and adds to the recommended areas for development identified in the policies and procedures section.

The potential areas of negative impact relate mainly to the need to strengthen the application of existing policies and procedures. There is also a need to develop policies and procedures to address the issues raised in particular in the focus groups and the spot checks. This section in the most part will detail mitigation that needs to be built in at each stage - attraction, application, short listing, and interview and appointment - to ensure an equal process for all and minimise the potential for negative impact towards any person linked to any protected characteristic identified in the Equality Act 2010.

In addition to this the action plan recommends the development of clearer guidance in a number of areas linked to standard operating procedures and the need to build these developments into the current recruitment and selection training and any other relevant training.

A number of the actions identified can be completed relatively easily e.g. inclusion of an agreed equality and diversity statement in all adverts. A number of other actions e.g.

developing policies and training to address unconscious bias require a longer term commitment to bring about the desired change. The action plan has therefore been designed with identified performance measures and timescales.

The following points detail the developments the equality analysis has identified at each stage of the recruitment and selection process.

Attraction Stage

To guard against negative impact and ensure all people in particular those with protected characteristics recognise the commitment of the Trust to deliver equality through recruitment requires:

- Statements / commitments to equality and diversity for all to be built into adverts and all other relevant communications
- Review and revision of the media used to advertise vacancies and the use of new media e.g. Community networks to ensure all sections of the population are reached In the light of the comparative data provided above it may be important to focus on particular protected characteristics such as disability and sexual orientation.
- Other positive action measures that will support people from specific sections of the population applying for posts at the Trust.
- The development and use of exit interviews.

Application Stage

To prevent negative impact the data gathered suggests it is important to focus on:

- Reviewing and revising documentation in line with the points raised in the procedures section.
- Clear support and guidance in relation to qualifications from abroad and how they can be linked with the person specification.
- Person specifications and job descriptions, which should be required to include a specific reference to equality and diversity. Standard phrases could be provided but it is preferable to build this into existing job requirements. It is recommended therefore that guidance on this is reviewed and developed.
- The letter accompanying the application packs, which should be revised in line with the comments above. A paragraph on equality and diversity could be included in the 'Improving Working Lives' paper stating the commitment potentially to supporting equality based staff support groups.
- Guidance on the completion of monitoring forms to support people from protected characteristics, helping them to see this as a positive and not a negative.

Short Listing

To prevent negative impact and guard against successful litigation at this stage the following recommendations are offered:

- Ensure all short listing is conducted by more than one person, and by people who are linked to the interview panel, and ensure the reasons for the short listing decisions are recorded against criteria in the person specification.
- Ensure letters sent to people who have been short listed contain all the information required and in particular reasonable adjustments available for disabled people at interview and the provision to visit the work place informally.
- Review the use of the declaration form at this stage.
- Review the recruitment and selection training and place and greater emphasis on policy in areas such as short listing, to develop knowledge of the importance of this in delivering equity and the way in which this can prevent successful litigation.
- Linked to the above point, develop guidance on notes to be made as to why a person has or has not been short listed to enable clear and quick responses to be provided when the trust is questioned on this stage.

Interview and Appointment

To prevent negative impact and to develop an equally positive experience for people from all equality groups at this stage:

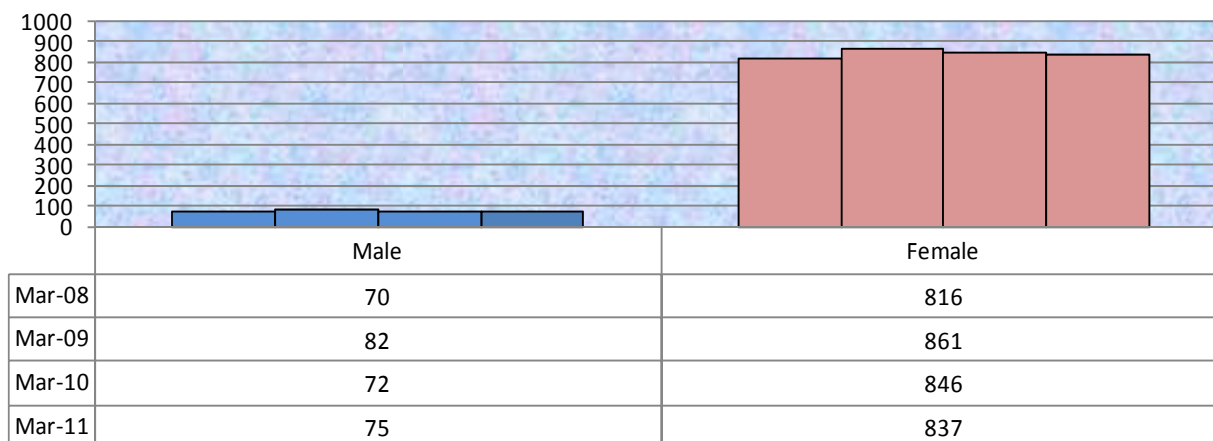
- Ensure questions and tests are agreed and set prior to interview and that equality and diversity is linked to key questions and tests where it is relevant.
- Ensure the interview process is as informal as possible.
- Consider how the diversity or lack of it on the recruitment panel impacts on the applicant and ensure this is addressed in the way in which the panel communicates with all applicants.
- Ensure staff are trained to recognise the different needs of people with different protected characteristics and can adapt the interview format to draw out the best responses from all individuals. This is important to address the points raised in the focus groups about representation on panels. This will also help to address the points that link to the potential negative impact identified in the comparative data which showed that for a number of protected characteristics access from application to interview was positive, but the figures between interview and appointment showed potential negative impact in relation to all the protected characteristics apart from gender.
- At interview ensure that interviewers do not limit disabled applicants by 'lacking imagination' as to how the person could fulfil the role. Linked to this the development of some guidance on discussion related to reasonable adjustments at interview would further support disabled applicants and selectors.
- Review and revise guidance on when the essential questions at interview and the declaration form are introduced, to prevent people from specific equality groups being deterred or put off by the questions before their skills have been determined by the process.
- Conduct spot checks annually to identify areas that have developed against the recommendations detailed above.

The equalities analysis provides an opportunity in Stockport NHS Trust to better understand the impact of existing policies and procedures on recruitment and selection in the Trust as demonstrated by statistics, policy review, and the views of actual and potential applicants from different equality groups and a review of the application of policies in recent recruitment exercises.

Appendix 10 Tameside Community Services equality monitoring data.

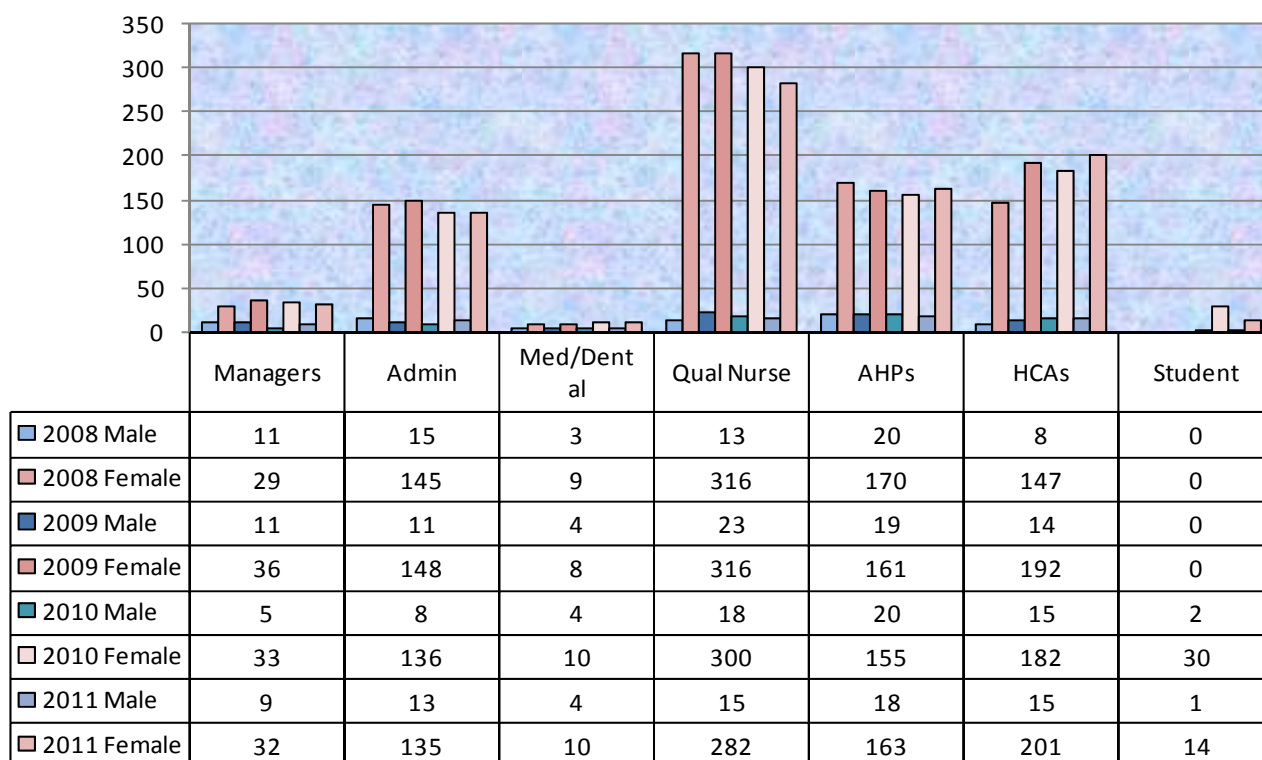
Provider Arm Staff by Gender as at 31st March 2011 (Excluding Bank Staff)

Provider Arm Gender Breakdown



The Provider Arm is predominantly female, females making up 92% of the workforce, and males 8% of the workforce.

Gender Breakdown by Occupation

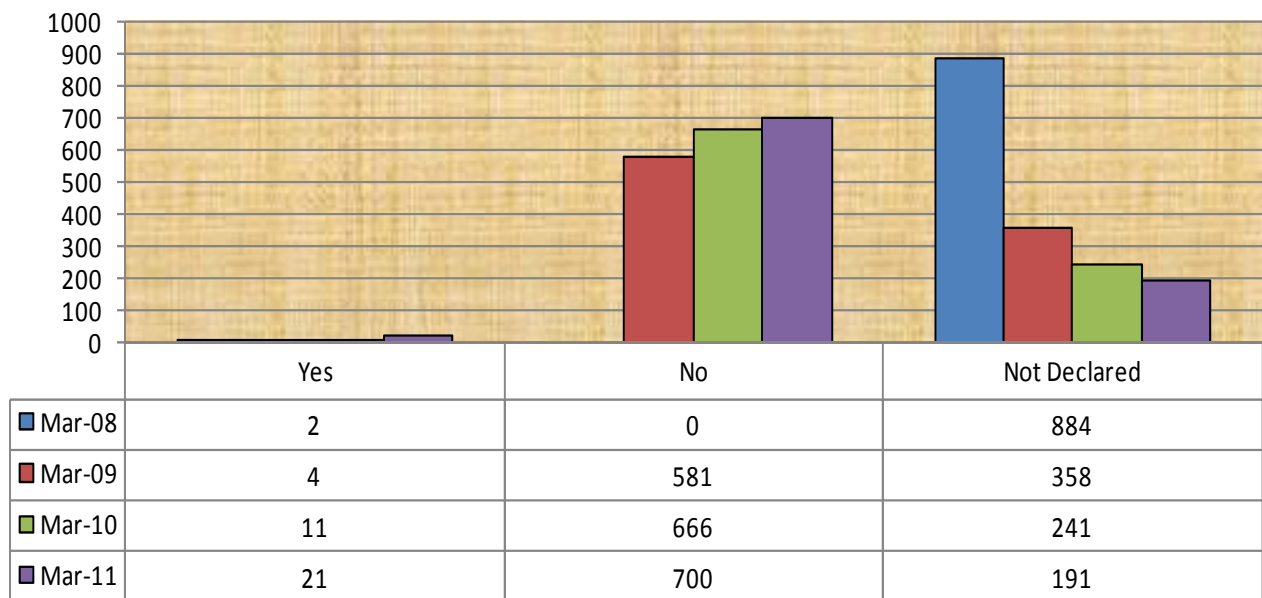


This is translated in percentage terms in the table below.

	Managers	Admin	Med/Dental	Qualified Nurse	AHPs	HCA's	Student
Male	22%	9%	29%	5%	10%	7%	7%
Female	78%	91%	71%	95%	90%	93%	93%

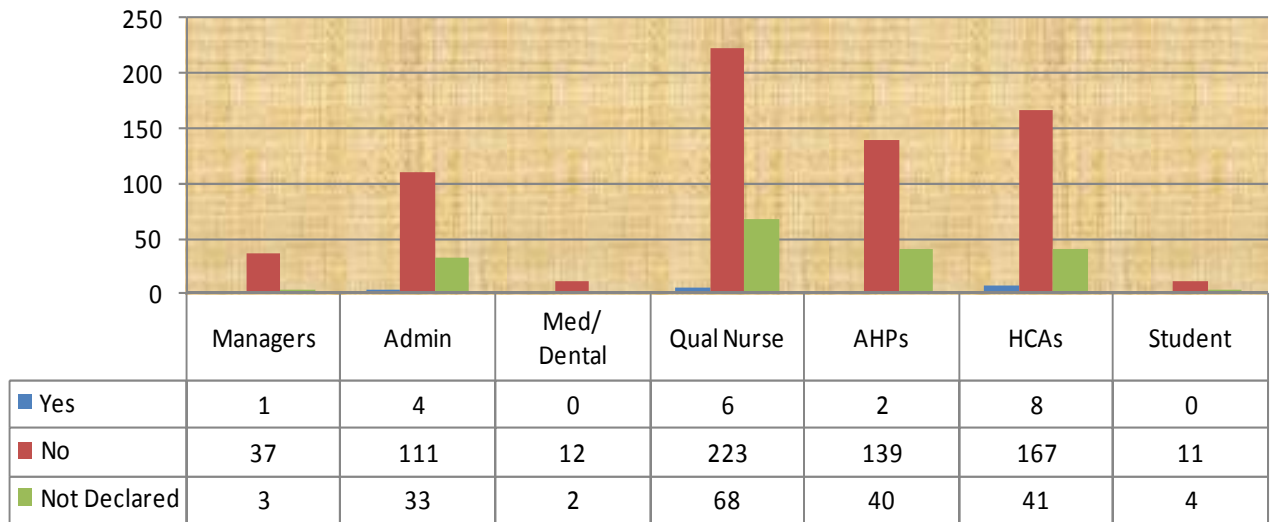
Most males in the Provider Arm are employed as managers or in the medical dental profession, with administration, qualified nurses, allied health profession, health care assistants and students predominantly female.

Provider Arm Staff by Disability as at 31st March 2011 (Excluding Bank Staff)



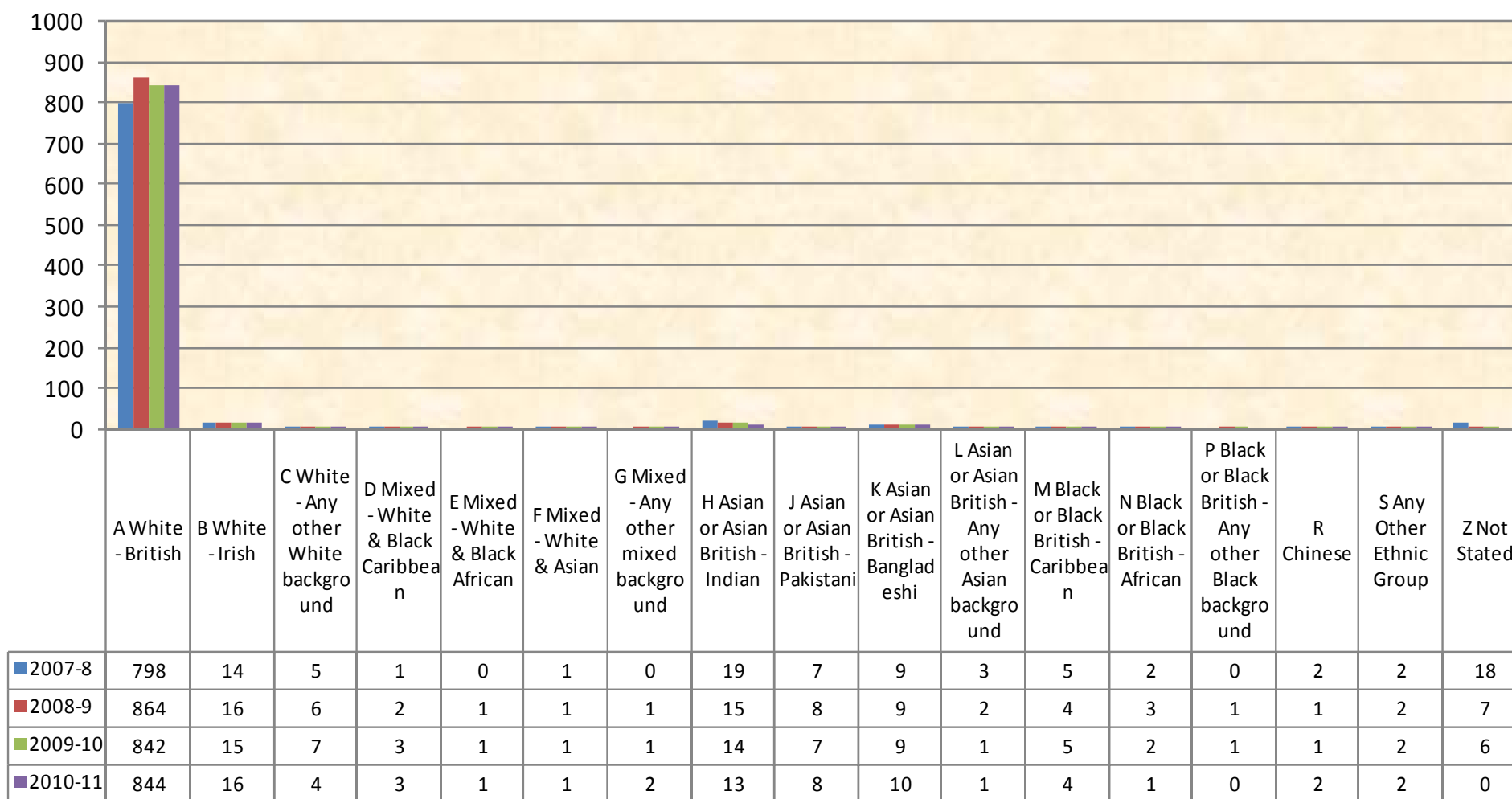
During 2010 and into 2011 a data cleansing exercise took place and this reduced the number of 'not declared' and increased the number of staff declaring a disability. There are still, however, 191 members of staff that have chosen to not declare whether or not they have a disability.

Disability Breakdown by Area of work



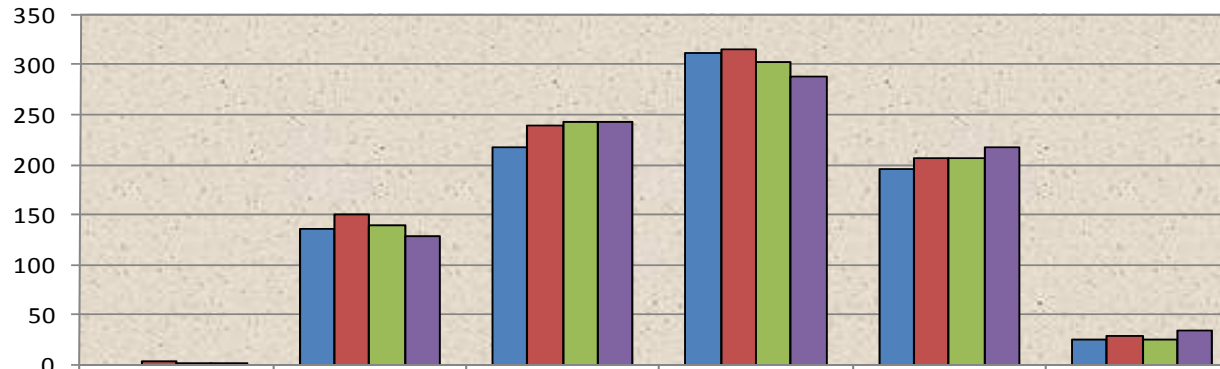
So far twenty-one members of staff in the Provider arm have declared a disability. Of those, one is management, four work in administration, six are qualified nurses, two are allied health professionals, and eight work as health care assistants.

Provider Arm Staff by **Ethnicity** as at 31st March 2011 (Excluding Bank Staff)



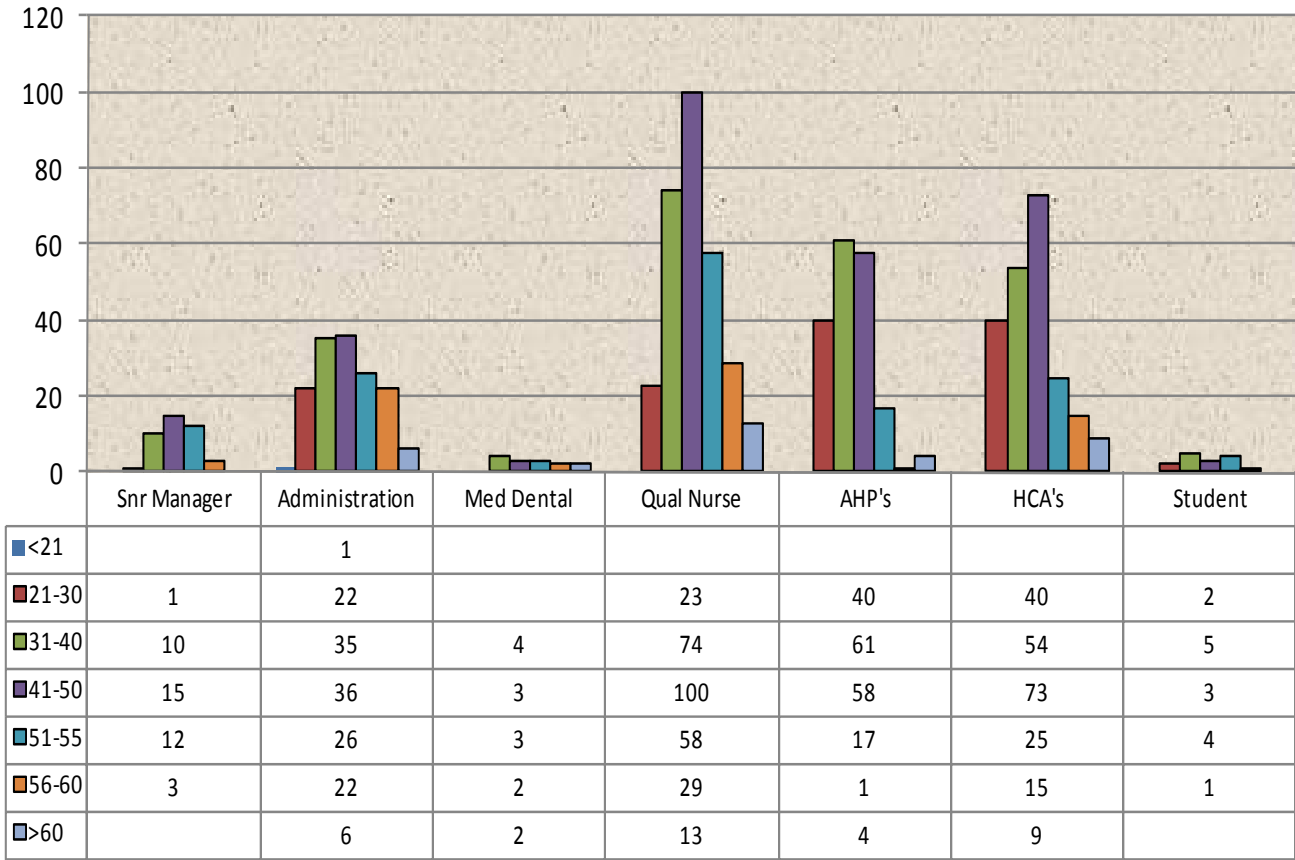
The Tameside 2001 census gives figures as 94.6% white with 5.4% ethnic background (1.5% are Indian, 1.2% are Pakistani, and 1.2% are Bangladeshi). The current Provider Arm figures are 92.5% White British, and 7.5% other ethnic backgrounds. (1.4% are Indian, 0.9% are Pakistani, 1.1% are Bangladeshi). The ethnic background figures remain very similar to the previous year.

Provider Arm Staff Breakdown by Age as at March 2011(Excluding Bank Staff)



	<21	21-30	31-40	41-50	51-60	>60
2007-08	0	136	217	312	196	25
2008-09	3	150	239	316	206	29
2009-10	1	140	243	303	206	25
2010-11	1	128	243	288	218	34

Age Profile by Occupation



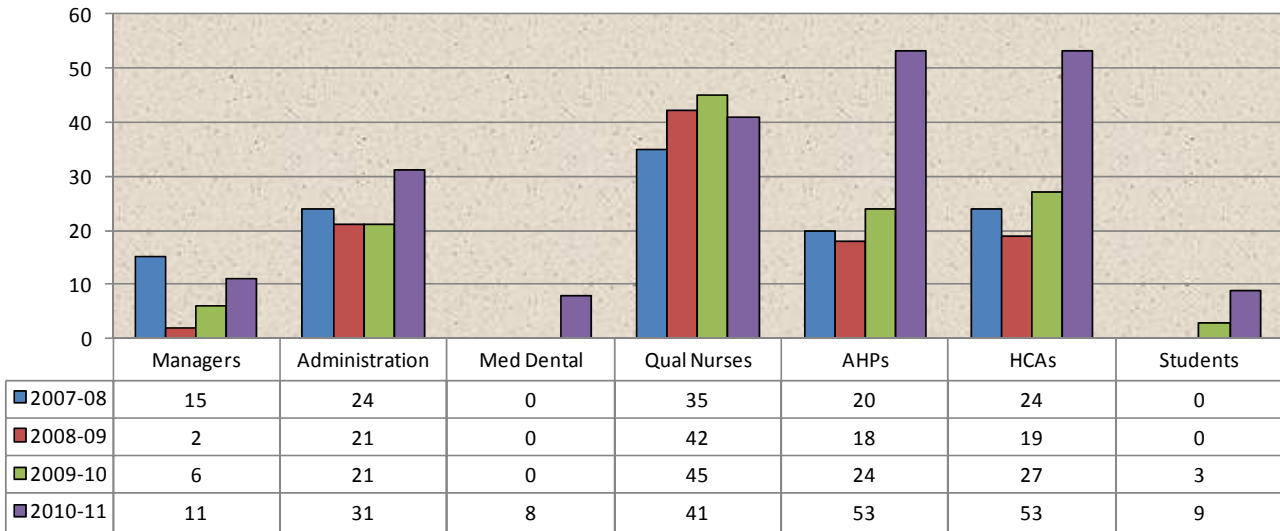
31.5% of staff are aged between 41 and 50.

27.5% are over 51 years of age, which is an increase on previous years.

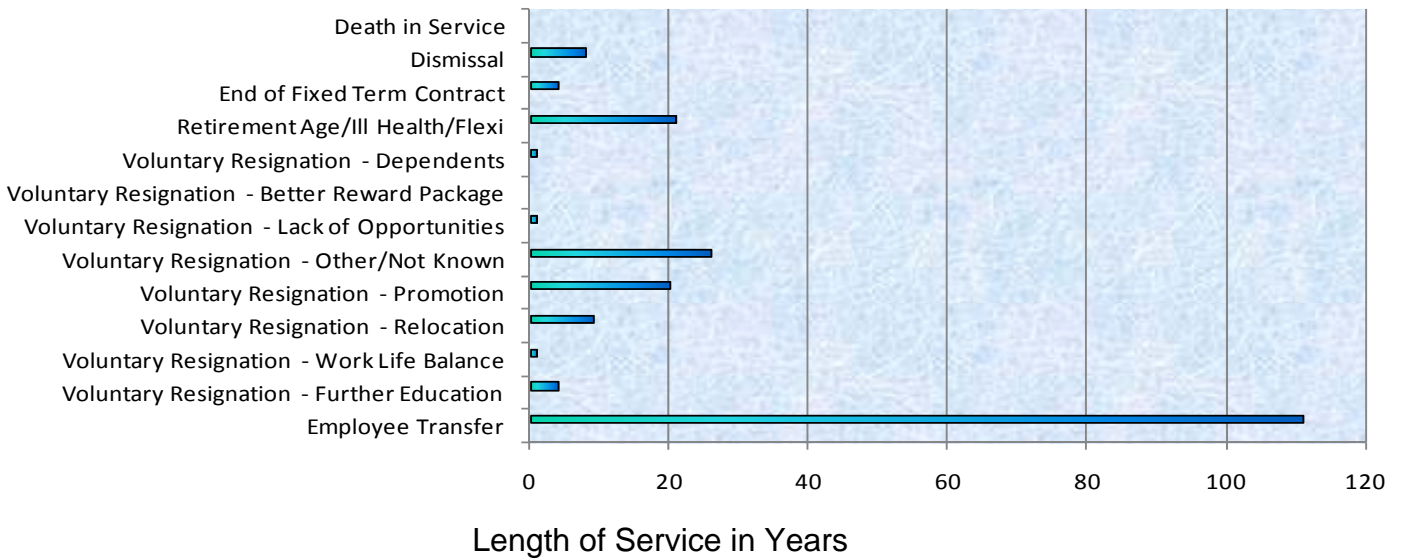
The highest number of staff reaching retirement age or above are qualified nurses, followed by administration, health care assistants, and allied health professionals, therefore we will require robust workforce planning to ensure we do not have skill shortages which could affect service delivery in the future.

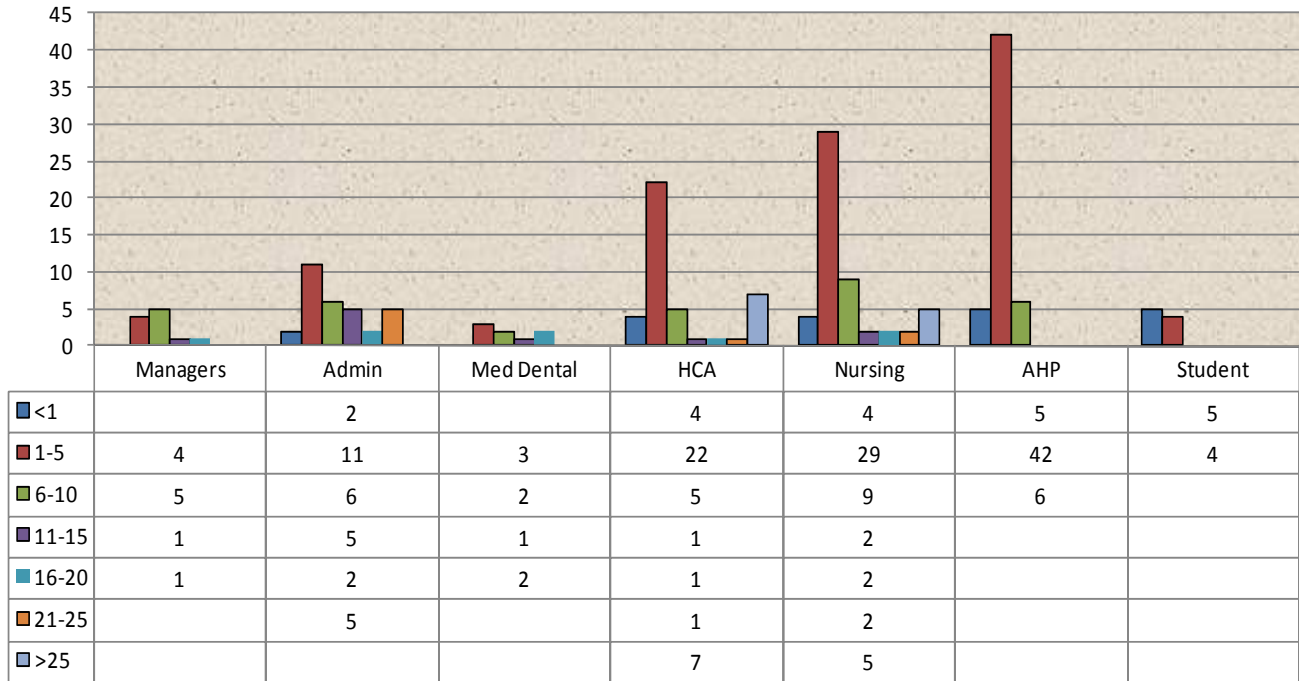
Provider Arm Leavers Report 2010/11

Leavers by Occupation



Reasons for Leaving





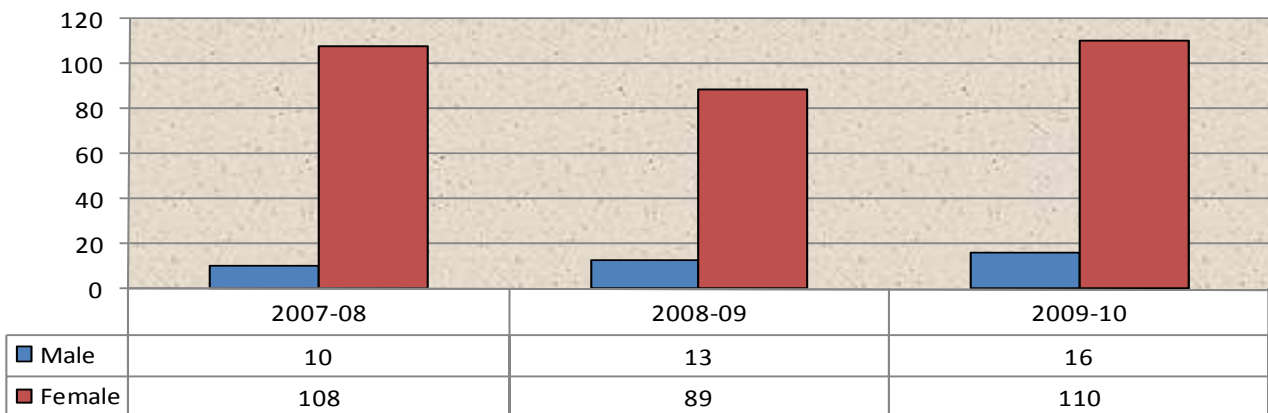
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66% of leavers have less than 5 years service with the PCT. This represents a loss of investment in both training and skills, and a further cost in recruitment.

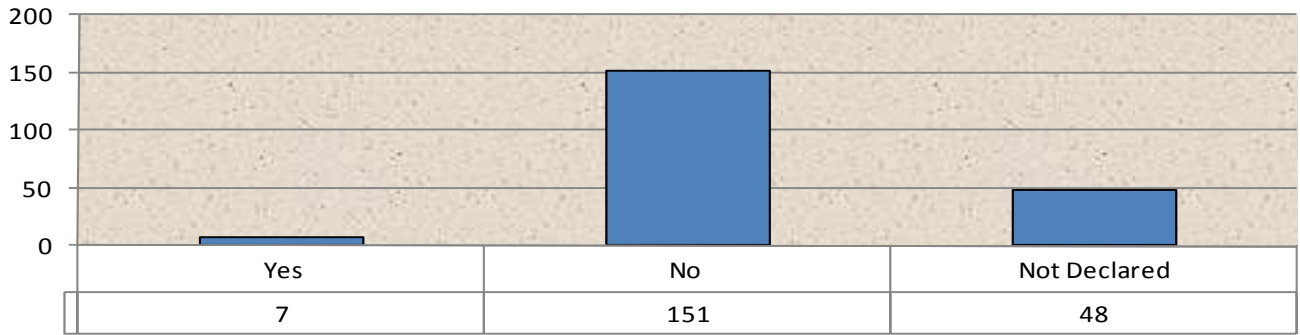
Although 71% of leavers stayed within the NHS, 19% of termination forms stated unknown for reason and destination.

Number of leavers 2007/8 = 118
 Number of leavers 2008/9 = 102
 Number of leavers 2009/10 = 126
 Number of leavers 2010/2011 = 206 (113 of these were TUPE transfers)

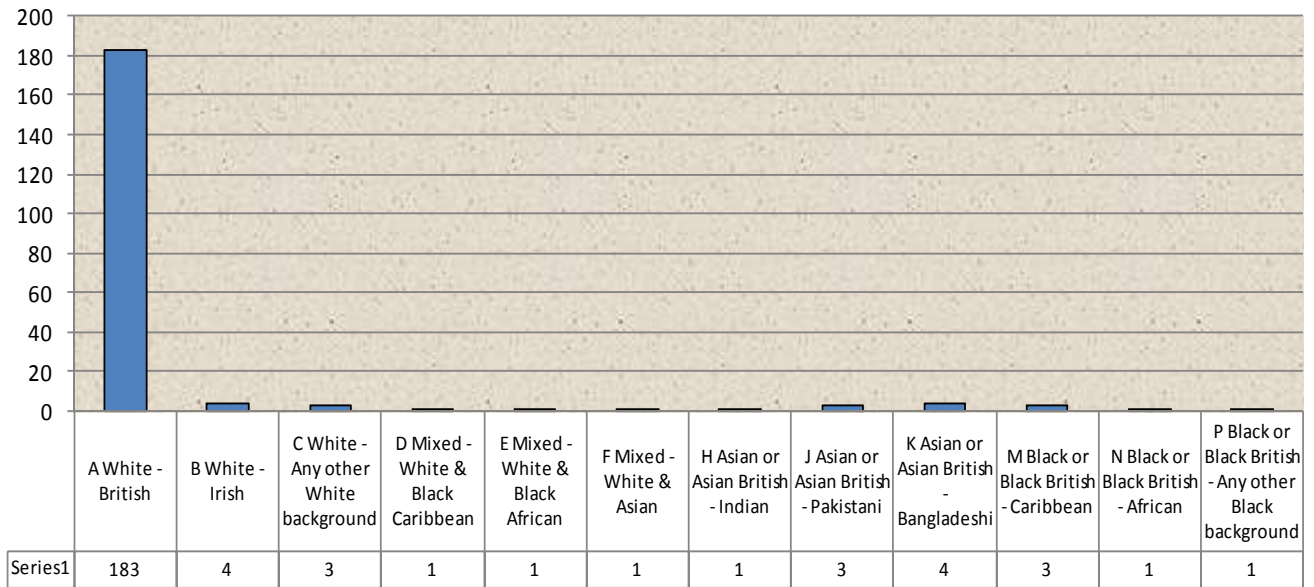
Leavers by Gender



Leavers by Disability



Leavers by Ethnicity



If you would like this policy in a different format, e.g. in large print, or on audiotape, or for people with learning disabilities, please contact Patient and Customer Services.

Your local contact for more information is Patient and Customer Services at Poplar Suite, SHH, Tel: 0161 419 5678 or www.stockport.nhs.uk

A free interpreting service is available if you need help with this information.
Please telephone Stockport Interpreting Unit on 0161 477 9000.
Email:eds.admin@stockport.gov.uk

如果你需要他人為你解釋這份資料的內容，我們可以提供免費的傳譯服務，請致電 0161 477 9000 史托波特傳譯部。

W przypadku gdybyś potrzebował pomocy odnośnie tej informacji, dostępne są usługi tłumaczeniowe. Prosimy dzwonić do Interpreting Unit pod numer 0161 477 9000.

যদি এই খবরগুলি সম্পর্কে আপনার কোন সাহায্য দরকার হয় তবে বিনা খরচে আপনার জন্য দোভাষীর ব্যবস্থা করা হতে পারে। মেহেরবানী করে স্টকপোর্ট ইন্টারপ্রিটিং ইউনিটে ফোন করুন টেলিফোন নম্বর, 0161 477 9000.

اگر آپ کو ان معلومات کے بارے میں مدد کی ضرورت ہے تو مفت ترجمانی کی سروس دستیاب ہے۔ براہ مہربانی انٹریپرٹینگ یونٹ کو 0161 477 9000 پر فون کریں۔

خدمات ترجمہ رایگان این اطلاعات در صورت نیاز موجود میباشد. لطفاً با شماره تلفن 0161 477 9000 با واحد ترجمہ (اینترپریٹینگ یونیت) ما تماس بگیرید.

تنوفر خدمة ترجمة شفوية اذا تطلبت مساعدة في فهم هذا المعلومات. نرجو الاتصال اربن رينيول على رقم الهاتف: 0161 477 9000