



Annual Employment Equality Compliance Report 2017 – 2018

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Date	June 2018
Presenting to:	Trust Board

1. Introduction

The data used in this compliance report is for the combined Frimley Health organisation. This compliance report seeks to:

- Demonstrate due regard to the aims of the equality duty as required by the Equality Act 2010(Specific Duties)Regulations 2011;
- Report on the employment information that the Equalities and Human Rights Commission (EHRC) has advised public authorities should publish annually to support our demonstration of compliance with the equality duty;
- Report on progress on Equality Objectives 2015 - 2019

1.1 Aims of the equality duty

The aims are listed in Section 49 (1) of the Equality Act 2010 as follows:

- Eliminate discrimination, harassment and victimization and other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

1.2 Employment information publication requirements

In its” Technical Guidance on the Public Sector Equality Duty” guidance “, the Equality and Human Rights Commission has indicated that it would expect to see the following employment information published:

- The profile of staff at different grades, levels and rates of pay, including any pattern of occupational segregation
- The profile of staff at different stages of the employment relationship, including recruitment, training, promotion, and leavers, and the number of complaints of discrimination and other prohibited conduct
- Details of and feedback from, any engagement exercises with staff or trade unions
- Any records of how it has had due regard in making workforce decisions, including any assessments of impact undertaken and evidence used

1.3 Structure of this Report

This report is divided into the following sections:

- Section 2 – Equality and diversity governance structure within the Trust: Information contained within the report is for the period 1st April 2017 to 31st March 2018 in line with the Trust’s governance structure for equality and diversity which is explained in this section
- Section 3 – Demographic profile of the existing workforce by protected characteristic
- Section 4 – Effect of employment policies on the workforce by protected characteristic.
- Section 5 – Demographic profile of applicants, those shortlisted and appointed
- Section 6 – Internal Training
- Section 7 – Employment Relations cases
- Section 8 - Staff Survey 2017 summary
- Section 9 - Appraisals
- Appendix 1: Summary of progress against Equality Objectives

1.4 Equality Delivery System 2 (EDS2)

This is a mandatory equality and diversity performance management system for the NHS. The system and its grading matrix were refreshed and re-launched as the Equality Delivery System 2 by NHS England in November 2013.

The refreshed version has been simplified and consists of 18 outcomes under 4 goals (Better health outcomes, improved patient access and experience, a representative and supported workforce and inclusive leadership). The outcomes are linked to the NHS Outcomes Framework, NHS Constitution and CQC key inspection questions. There is just one factor to consider for each outcome and this is “How well do people from protected groups fare compared with people overall?”

Organisations may adapt the wording of the outcomes as befits their situation and also take a staged approach to implementing different outcomes and service areas over a 3 to 5 year period. Approaches need to be agreed with relevant stakeholders internally and externally. Given imminent acquisition of another NHS organisation, our approach to implementing EDS2 has been put on hold and will be agreed as an enlarged organisation during 2014/15.

2. Equality and Diversity Governance Structure within the Trust

2.1 Reporting to Board of Directors

The Equality and Diversity Steering Group presents to the Board two Annual Equality Reports, one covering employment and one service issues. The reporting year is April to March and the report is made to Trust Board in July of each year.

2.2 Equality and Diversity Steering Group

Frimley Health’s Equality and Diversity Steering Groups (EDSG) meets quarterly and has an Executive Lead, the Director of HR and Facilities.

The Deputy Director of Organisation Development chairs the Steering Group and membership is drawn from all directorates across Frimley Health. Membership includes the Chaplain, the Chair of Staff Council, Human Resources Business Partners, Heads of Nursing and Information Governance.

The Equality and Diversity Steering Group has been progressing the 4 year Employment Equality Objectives covering the period from 2015 – 2019:

Employment Equality and Diversity objectives

1	<p>Electronic Staff Record (ESR) data accuracy: To continue to improve data accuracy by repeating staff database validation exercise every two years and by promoting reasons for collection of sensitive personal data. Improve disclosure of disability, religion and belief and sexual orientation by 20%</p>
2	<p>Representation of protected groups in roles and grades: Develop strategies to encourage more BME representation in senior roles (Band 7 and above) Develop strategies to encourage more female representation in Chief of Service or equivalent roles</p>
3	<p>Disabled staff: Work with external organisations to place disabled people with the aim of developing their skills and confidence to support long-term employment prospects. This includes provision of support to these individuals for applying for permanent posts within the organisation Improve the experience of disabled staff in the workplace as measured each year by the National NHS Survey.</p>
4	<p>Equal Pay: Undertake gender and ethnicity pay audits</p>
6	<p>Age: Develop strategies to encourage employment and retention of people in the age 20 to 30 bracket Develop strategies to assist the trust in managing an increasingly older workforce</p>
7	<p>BME staff: Reduce the incidence of harassment and discrimination reported by BME staff in the NHS Staff Survey Improve perception of BME staff regarding career progression opportunities as measured in the NHS Staff Survey</p>
8	<p>Bullying and Harassment Monitor reporting of complaints of bullying and harassment from the Fair Treatment at Work Adviser Service and where relevant ensure information is shared with HR Business Partners</p>
10	<p>Employee Relations Track numbers of Disciplinary, Grievance and Capability cases by protected characteristic to ensure equality of treatment is applied for all staff</p>
11	<p>Staff Retention Contribute to the development of strategies to increase retention of staff from protected characteristics and by staff group</p>
12	<p>Flexible working Monitor and report on change in staff working patterns by protected characteristic</p>

2.5 Employment Data and Information

Employment data and information is derived from:

- Electronic Staff Record – the main staff database
- NHS Jobs – the on-line recruitment system
- Oracle Learning Management - the system for staff training and appraisal
- Local record systems
- NHS National Staff Survey 2017

3. Demographic Profile of Existing Workforce by Protected Characteristic

3.1 Ethnicity

The headcount at Frimley Health as of July 2018 was 9,432 staff. Black & Minority Ethnic Staff make up 33.7% of the workforce. The most noticeable increases in headcount for staff are for White Other, Asian British, Asian Other, Black British African and Other Ethnic Group. This is mainly due to increase in international recruitment of Nurses and Doctors.

Ethnic Group	2016 Headcount	2017 Headcount	% of total 2017	2018 Headcount	% of total 2018
White British	4855	4904	53.8%	4931	52.3%
White Irish	125	125	1.4%	121	1.3%
White Other	710	790	8.7%	829	8.8%
Mixed White & Black Caribbean	20	30	0.3%	33	0.3%
Mixed White & Black African	19	15	0.2%	23	0.2%
Mixed White & Asian	31	46	0.5%	45	0.5%
Mixed Other	50	60	0.7%	61	0.6%
Asian British Indian	645	675	7.4%	715	7.6%
Asian British Pakistani	198	222	2.4%	254	2.7%
Asian Bangladeshi	15	17	0.2%	23	0.2%
Asian Other	883	926	10.2%	1014	10.8%
Black British Caribbean	88	88	1.0%	88	0.9%
Black British African	299	303	3.3%	315	3.3%
Black British Other	49	59	0.6%	65	0.7%
Chinese	63	68	0.7%	60	0.6%
Filipino	247	260	2.9%	210	2.2%
Any Other Group	166	179	2.0%	290	3.1%
Not Stated	219	347	3.8%	349	3.7%

Table 1 Ethnicity of the Workforce

3.2 Staff in post by Age

The table below shows that the Trust continues to employ a large proportion of staff aged under 30 years of the age, which is attributed to the ongoing recruitment of Nursing Staff from overseas. The highest headcount for a single age range is for 40 – 49 years and the majority of these staff are employed in the Nursing and Mid Wifery staff group.

Age Range	2017 Headcount	% 2017	2018 Headcount	% 2018
<20	28	0.3%	36	0.4%
20 – 29	1761	19.3%	1765	18.8%
30 – 39	2164	23.7%	2288	24.3%
40 – 49	2425	26.5%	2460	26.1%
50 – 54	1109	12.1%	1136	12.1%
55 – 59	952	10.4%	974	10.4%
60 – 64	507	5.5%	552	5.9%
65+	196	2.1%	198	2.1%

Table 2: Staff in post by Age

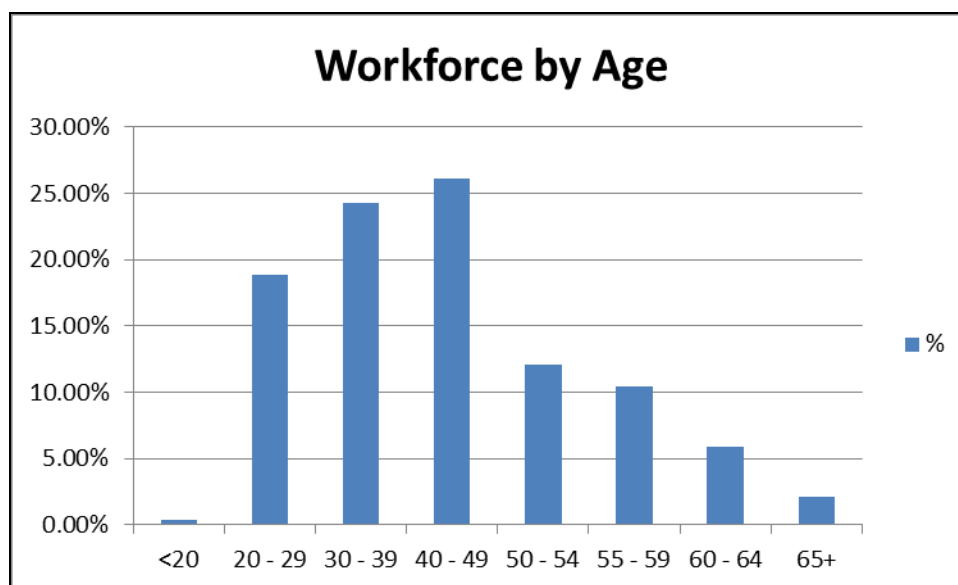


Chart 1: Age diversity in the workforce 2018

3.3 Occupational Groups by Age Range

Nursing and Mid Wifery and Admin & Clerical remain the Staff Groups with the largest number of staff as well as being the most diverse according to age. With regards to changes in headcounts compared with April 2017, trends show:

- Since 2016/17, little change in headcount across Add Prof & Scientific, Healthcare Scientists, Allied Health Professionals
- Noticeable increases in headcount for age range 30 – 39 years in Additional Clinical Services, Admin & Clerical and Medical & Dental
- Noticeable increases in age ranges 20 – 29 & 40 – 49 years in Nursing & Mid Wifery for 50 – 54 years in Additional Clinical Services and 60 – 64 in Estates and Facilities
- Large decreases in Admin & Clerical in age ranges 40 – 49 years and 50 – 54 years

Age Range	<20	20 - 29	30 - 39	40 - 49	50 - 54	55 - 59	60 - 64	65+
Additional Clinical Services	19	391	404	415	190	158	98	35
Admin and Clerical	12	208	341	431	276	351	204	76
Add Prof & Scientific		68	65	54	30	14	16	3
Allied Health Professionals	0	139	142	80	42	23	10	3
Estates and Facilities	5	101	181	263	137	122	78	45
Nursing & Mid Wifery	0	562	705	822	289	227	82	25
Healthcare Scientists	0	32	59	48	15	15	5	3
Medical Dental	0	239	379	319	102	61	34	8

Table 3: Occupational Groups by Age Range

3.4 Reported Levels of Disability

Reporting of disability has slightly improved with 2.2% of staff (2% in 2016/17) have declared a disability. The current figure of 2.2% is likely to be an under representation of the true position as as 34.5% have chosen not to declare. Some of this could be attributed to staff not:

- Considering themselves as having a disability as they are self managing a condition/impairment/illness
- Wishing to declare for fear of reprisal in spite of stronger protection under the Equality Act 2010
- Being aware of the range of conditions/impairments/illness which may be defined as a disability e.g. dyslexia

As it is estimated that an average of 12.5% of the local population have a disability then on this basis we might expect that some 1100 staff in Frimley Health will have a disability of some kind.

Staff in Post with/with no Disability	Disability 2016	Disability 2017	Disability 2018
No	58.3%	61.7%	63.2%
Not Declared	29.7%	36.2%	34.5%
Undefined	9.9%	0.1%	0.1%
Yes	2.1%	2%	2.2%

Table 4: Reported Disability

3.5 Ethnicity by Pay Banding

A summary of trends in the table below shows Black and Minority Ethnic staff at:

- Bands 1 and 6 continue to be well represented and BME % has increased
- Band 7 an increase in overall headcount (25 staff), however a slight decrease in BME headcount in that Banding
- Bands 8a, 8b and 8d BME representation has increased
- Band 8c BME headcount has decreased slightly

Pay Banding	Total Headcount in Band 2018	BME Total for the Band 2018	BME % 2018 in that Band	BME % 2017 in that Band	BME % 2016 in that Band
1	561	319	56.9%	55%	51.1%
2	1905	689	36.2%	33.6%	34.3%
3	881	224	25.4%	23.1%	23.4%
4	640	132	20.6%	19.5%	15.6%
5	1660	642	38.7%	38.1%	39.1%
6	1352	429	31.7%	31.6%	30.6%
7	818	169	20.7%	21.4%	20.4%
8a	244	43	17.6%	15.3%	13.1%
8b	83	15	18.1%	13.9%	14.8%
8c	58	5	8.6%	10.3%	5.3%
8d	15	2	13.3%	0%	0%
9	3	0	0%	0%	0%

Table 5: Agenda for Change Pay band by Ethnicity

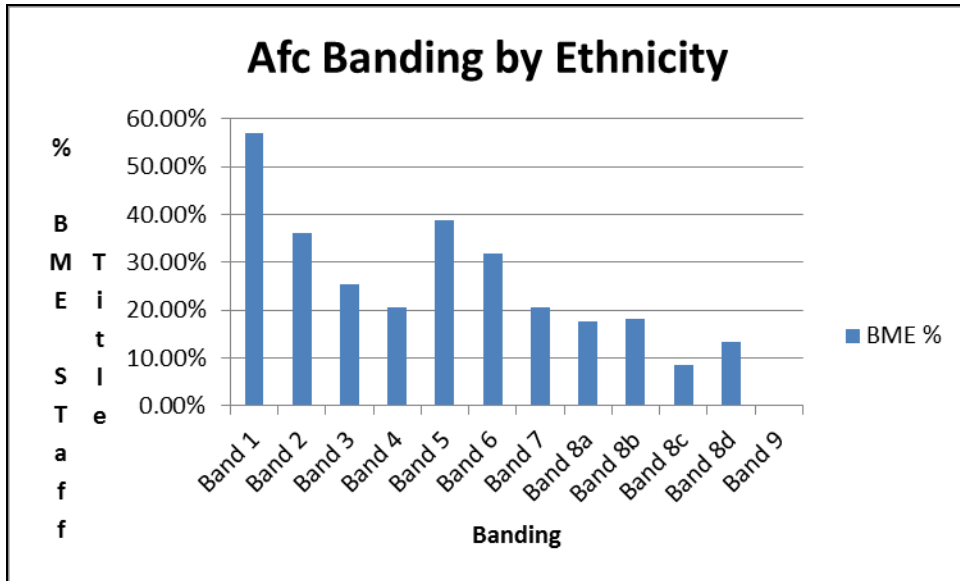


Chart 2: Agenda by Change Pay Band by Ethnicity

3.6 Staff Group and Ethnicity

The % of Black and Minority ethnic staff in Admin & Clerical and Allied Health Professionals is low in comparison to the overall ethnic diversity of the workforce. The other staff groups are more reflective of the ethnic diversity of the workforce.

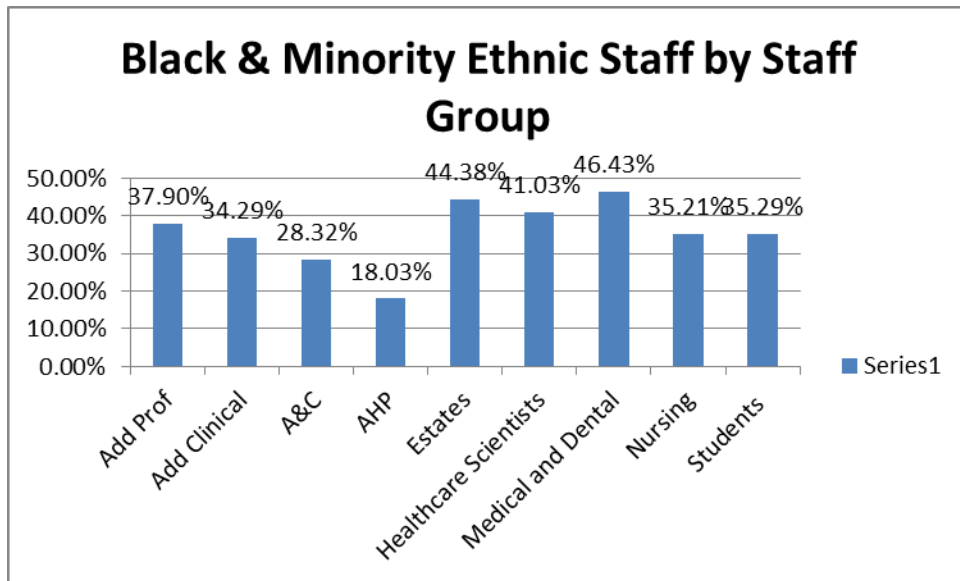


Chart 3: Black & Minority Ethnic % by Staff Group

In comparison with 2017, there has been an increase in BME staff in all staff groups..

Staff Groups	Total Headcount in that Staff Group 2018	BME Headcount 2018	BME % in that Staff Group 2018	BME % in that Staff Group 2017
Add Prof Scientific and Technical	251	97	38.6%	37.1%
Additional Clinical Services	1710	690	40.3%	39.5%
Administrative and Clerical	1950	368	18.9%	17%
Allied Health Professionals	477	94	19.7%	17.3%
Estates and Ancillary	932	405	43.4%	42.3%
Healthcare Scientists	180	72	40%	37.4%
Medical and Dental	1142	492	43.1%	40.2%
Nursing and Midwifery Registered	2735	968	35.4%	34.4%

Table 6: Black & Minority Ethnic % by Staff Group

3.7 Gender

Within the workforce overall the female to male split is 78.1% to 21.9%. The Trust continues to be an employer of choice for females.

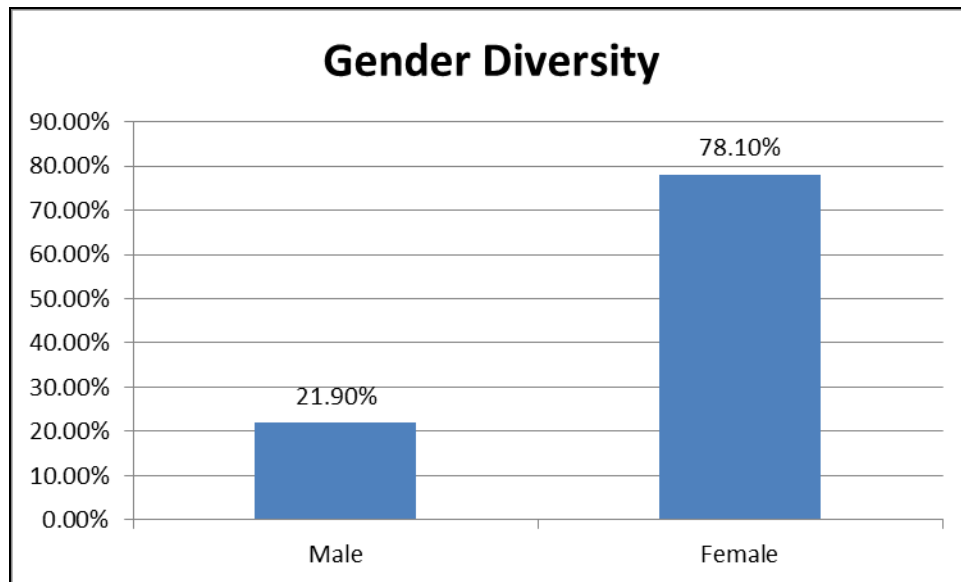


Chart 4: Gender Diversity in the workforce

3.7 Gender by Pay band

Female staff remain in the majority across all pay bands, with the exception of Band 8d where there is now more Male staff (53.3%) than Female staff (46.7%). As expected there is a high density of female staff in Nursing and Midwifery and to note also in Admin and Clerical, Allied Health Professionals and Additional Clinical Services.

This is not an uncommon pattern across the NHS and it is difficult to address in the recruitment process as the gender of students coming through the system is unpredictable. There continues to be higher proportion of men in certain staff groups such as Medical and Dental.

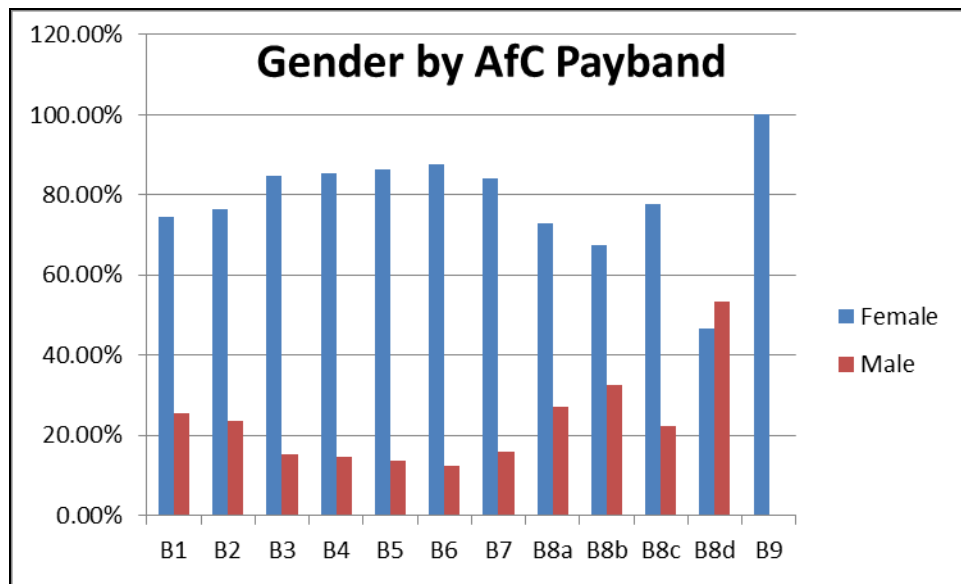


Chart 5: Gender by Agenda for Change Pay band

Although in comparison with 2017 data there have been some notable changes in headcount at different Bandings, e.g. Band 4: decrease in headcount of 21, Band 5 decrease in headcount of 4 and Band 7 increase of 26 in headcount, the gender ratio remains reflective of the overall gender diversity in the Trust.

Pay Banding	Female % in that Banding	Male % in that Banding	Total headcount per Band 2018	Total headcount per Band 2017
1	74.5%	25.5%	561	570
2	76.5%	23.5%	1905	1889
3	84.9%	15.1%	881	808
4	85.5%	14.5%	640	640
5	86.4%	13.6%	1660	1644
6	87.6%	12.4%	1352	1296
7	84%	16%	817	793

Pay Banding	Female % in that Banding	Male % in that Banding	Total headcount per Band 2018	Total headcount per Band 2017
8a	73%	27%	244	241
8b	67.5%	32.5%	83	79
8c	77.6%	22.4%	58	58
8d	46.7%	53.3%	15	12
9	100%	0%	2	3

Table 7: Gender Split by Pay band

Currently at Director level there are 3 Directors that are female and across Frimley Health there are 8 Associate Directors and 6 Deputy Directors that are Female.

3.9 Gender by Staff Group

Female staff are in the majority across all of the staff groups, with the exception of Medical and Dental where there is gender parity.

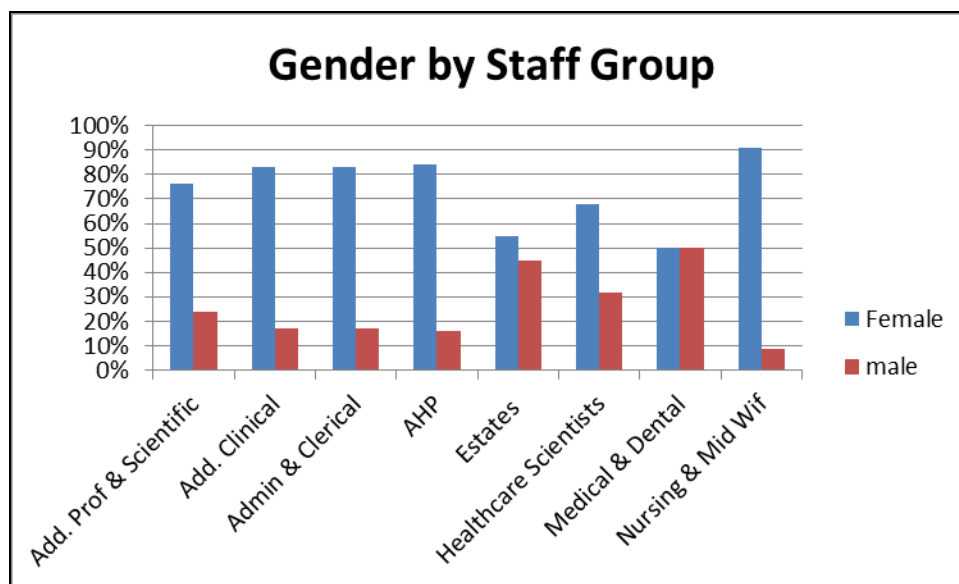


Chart 6: Gender Split by Staff Group

Staff Groups	Total Headcount in role 2018	Female% 2018	Male% 2018
Add Prof Scientific and Technical	251	76%	24%
Additional Clinical Services	1710	83%	17%
Administrative and Clerical	1950	83%	17%
Allied Health Professionals	477	84%	16%
Estates and Ancillary	932	55%	45%
Healthcare Scientists	180	68%	32%
Medical and Dental	1142	50%	50%
Nursing and Midwifery Registered	2735	91%	8.90%

Table 8: Gender Split by Staff Group

3.10 Staff in Post by Religion & Belief

In comparison with 2017, there have been increases in the numbers of staff declaring their religion & belief namely Atheist, Buddhist and Islam. The data also shows that there was a slight drop in the proportion of staff not declaring their religion or belief.

Religion or Belief	Headcount 2017	% 2017	Headcount 2018	%2018
Atheism	554	6.1%	600	6.4%
Buddhism	248	2.7%	287	3.0%
Christianity	3562	39.1%	3580	38.0%
Hinduism	344	3.8%	361	3.8%
Not Disclosed	3657	40.1%	40.3%	40.3%
Islam	210	2.3%	233	2.5%
Jainism	5	0.1%	5	0.1%
Judaism	7	0.1%	5	0.1%

Religion or Belief	Headcount 2017	% 2017	Headcount 2018	%2018
Other	411	4.5%	444	4.7%
Sikhism	107	1.2%	109	1.2%
Undefined	9	0.1%	4	0.0%

Table 9: Staff in post by Religion & Belief

3.11 Staff In post by Sexual Orientation

The data in the table below shows there have been slight increases in staff declaring themselves to be Bi – Sexual. However the figure for not declaring remains high.

Sexual Orientation	Headcount 2017	% 2017	Headcount 2018	% 2018
Bisexual	49	0.5%	52	0.6%
Gay	31	0.3%	29	0.3%
Heterosexual	5227	57.4%	5428	57.5%
Not Disclosed	3765	41.3%	3902	41.4%
Lesbian	15	0.2%	17	0.2%
Undefined	27	0.3%	4	0.0%

Table 10: Staff in post by Sexual Orientation

3.12 Trans Gendered Staff

The Trust is committed to supporting staff who are undergoing Gender Reassignment and consulting with them on how best to support them in relation to their individual needs.

4. Effect of Employment Policies on the workforce by Protected Characteristic

Promotions Frimley Health

According to Electronic Staff Record data a total of 281 (227 staff in 2016/17) were promoted either to higher bandings, within bandings or promotion with added responsibility

4.1 Promotions by Age

The table below, shows that the majority of promotions were in the 20 – 29 age range (as in 2016/17). This progress supports the Trust’s Equality objective of encouraging the employment and retention of people in the 20 – 30 years age bracket.

Age Range	<20	20 - 29	30 - 39	40 - 49	50 - 54	55 - 59	60 - 64	65+
Promotions 17/18	3	107	64	59	22	21	4	1
Age % of total	1.1%	38.1%	22.8%	21%	7.8%	7.5%	1.4%	0.4%
Promotions 16/17	0	67	61	64	18	14	3	0
Age % of total	0	29.5%	26.9%	28.2%	7.9%	6.2%	1.3%	

Table 11: Promotions by Age

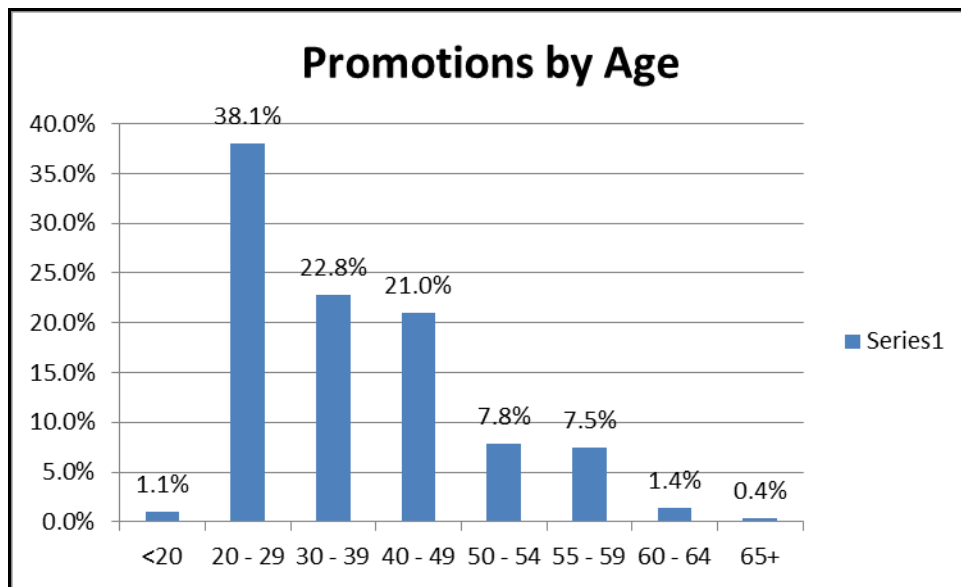


Chart 7: Promotions by Age 2018

4.2 Promotions by Gender

The table below shows that career progression have increased for both Women and Men in keeping with the increase with promotions overall.

Gender	Female	Male
Promotions 17/18	230	51
Gender % of total 17/18	82%	18%
Promotions 16/17	183	44
Gender % of total 16/17	80.6%	19.4%

Table 12: Promotions by Gender

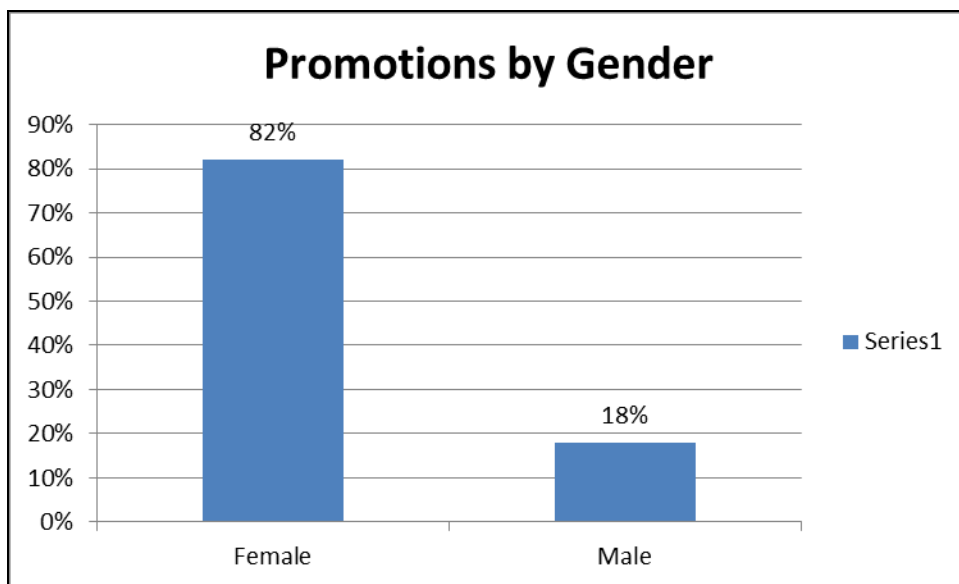


Chart 8: Promotions by Gender 2018

4.3 Promotions by Ethnicity

In comparison with 2016/17, the number of promotions for White staff has increased and fallen for BME staff. This means that the ethnic diversity of promotions has swung away from being in proportion to the ethnic diversity of the workforce, as it was in 2016/17 figures.

Ethnicity	White Staff (White British, Irish, White Other)	Black & Minority Ethnic
Promotions 17/18 % of overall total	76.2%	23.4%
Promotions 17/18	214	65
Promotions 16/17 % of overall total	65.8%	34.2%
Promotions 16/17	148	77

Table 13: Promotions by Ethnicity

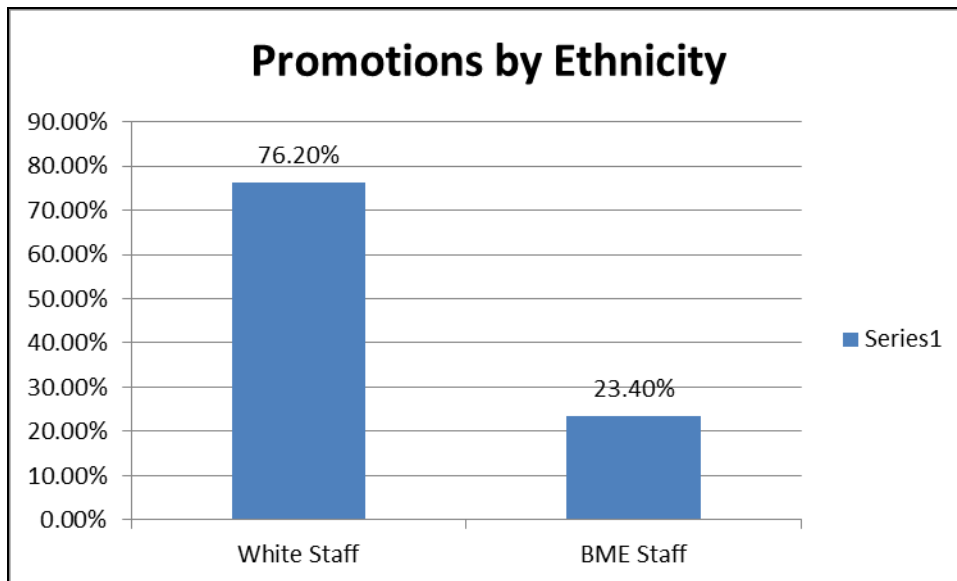


Chart 9: Promotions by Ethnicity 2018

4. Promotions by Disability

The table below shows that although numbers of staff with disabilities gaining promotions has increased, the figure still suggests that staff with disabilities are underrepresented in promotions compared with the general workforce.

Disability	Yes	No	Undefined
Promotions 2018	11	235	35
% of total	3.9%	83.6%	12.5%
Promotions 2017	7	176	44
% of total	3%	77.5%	19.4%

Table 14: Promotion by Disability

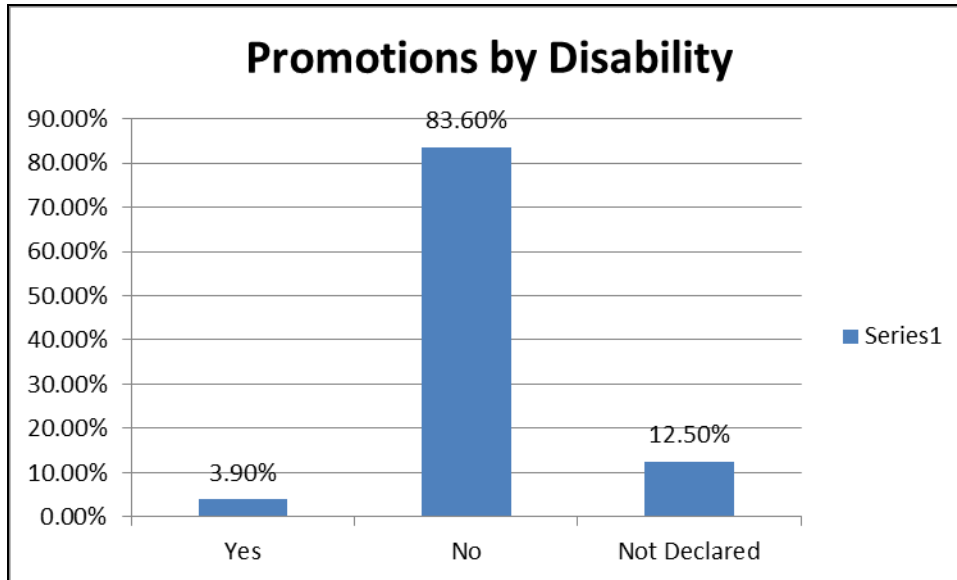


Chart 10: Promotion by Disability

4.5 Promotions by Religion and Belief

The data in the table shows that compared with the previous years figures, promotions for staff declaring themselves to be Christian have fallen, while the figures for Buddhist have more than doubled. This increase is most likely due to increased promotions for Nepali/South East Asian staff.

Religion or Belief	Total 2016	% of Total, 2017	Total 2017	% of Total, 2018
Atheism	25	11%	46	16.4%
Buddhism	7	3.1%	18	6.4%
Christianity	121	53.3%	126	44.8%
Hinduism	11	4.8%	9	3.2%
Islam	6	2.6%	6	2.1%
Sikhism	5	2.2%	5	1.8%
Not Disclosed	39	17.2%	52	18.5%
Other	13	5.7%	19	6.8%

Table 15: Promotions by Religion & Belief

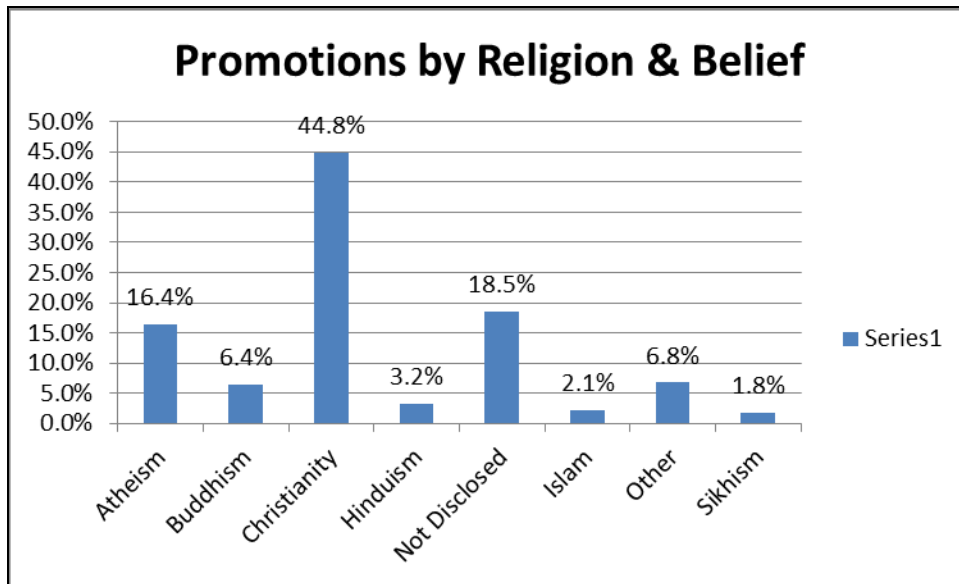


Chart 11: Promotions by Religion & Belief

4.6 Promotions by Sexual Orientation

The table below shows there has been an increase in staff declaring themselves to be lesbian and bi – sexual staff, however there has been a drop in staff declaring themselves to be Gay.

Sexual Orientation	Total, 2017	% of total, 2017	Total, 2018	% of total, 2018
Heterosexual	183	80.6%	228	81.1%
Lesbian	0	0%	2	0.7%
Gay	4	1.8%	1	0.4%
Bi – Sexual	0	0%	1	0.4%
Not Disclosed	40%	17.6%	49	17.4%

Table 16: Promotions by Sexual Orientation

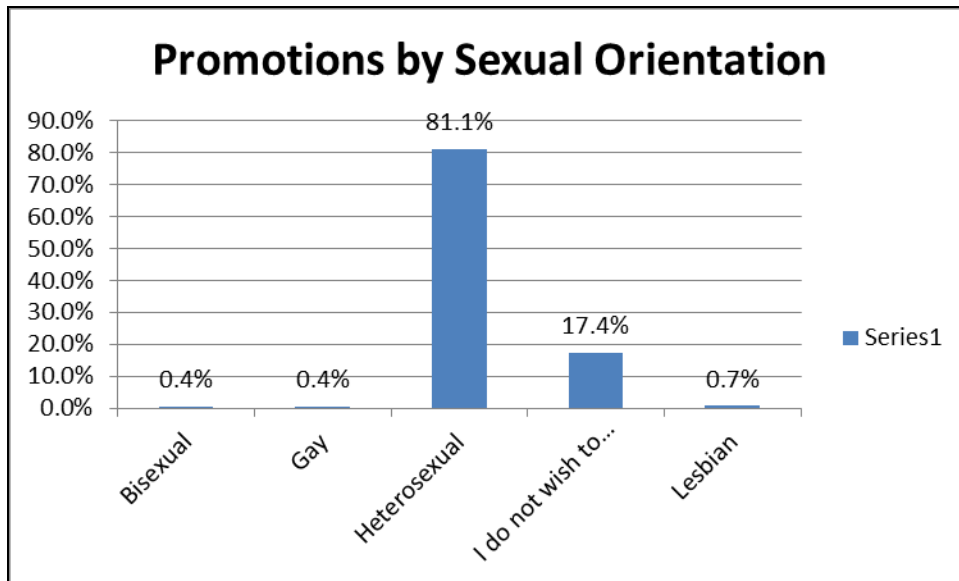


Chart 12: Promotions by Sexual Orientation

Turnover April 2016 – March 2017

A total of 1,802 staff left the Trust (1,701 staff left over 2016/17). The tables show a breakdown of leavers by the different protected characteristics.

4.7 Age

The highest number of leavers comes from the 26 – 30 age range, which is unchanged from 2016/17 figures. However in comparison with 2016/17 figures the largest increase in leavers is for staff in the 36 – 40 years age range. In contrast there has been a fall of 0.6% in the 21 – 25 years age range.

As the age ranges in Table 17 were pre-set prior to analysis, an exact comparison with age diversity of the workforce can only be approximated. Therefore, the numbers of leavers in the 21 – 30 age range (33.2%) is higher than expected when compared to the 20 – 29 age range in the workforce (18.8%). Even with some degree of correction to the age ranges, the figure would still be higher than the age diversity in the workforce.

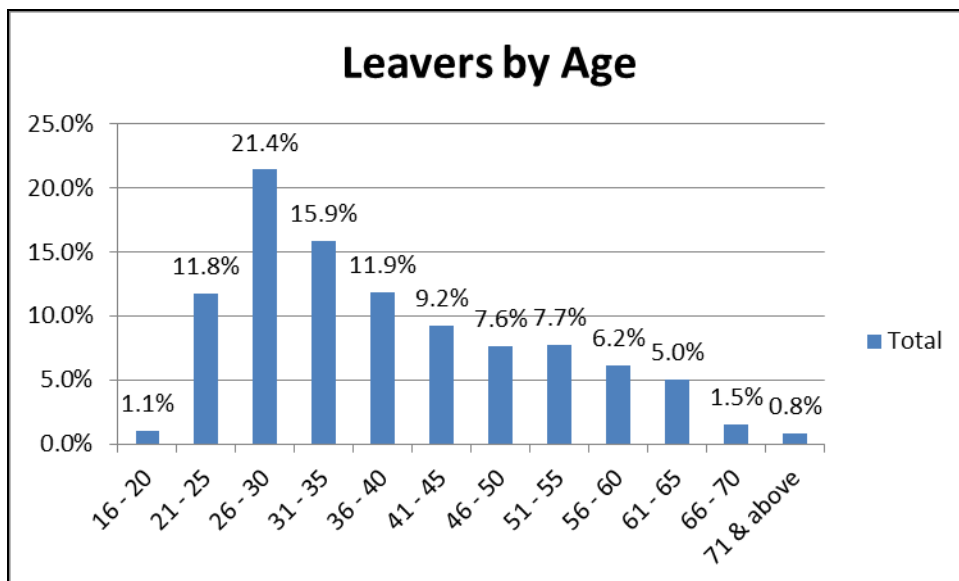


Chart 13: Leavers % by Age

Age Band	Headcount	% of Total number of leavers
16 – 20	19 (19)	1.1%
21 – 25	212 (219)	11.8%
26 – 30	386 (409)	21.4%
31 – 35	286 (255)	15.9%
36 – 40	214 (162)	11.9%
41 – 45	166 (148)	9.2%
46 – 50	137 (108)	7.6%
51 – 55	139 (104)	7.7%
56 – 60	111 (134)	6.2%
61 – 65	90 (93)	5.0%
66 – 70	27 (38)	1.5%
71 & above	15 (12)	0.8%

Table 17: Leavers by Age: 2017 – 2018 (2016/17 figures in brackets)

4.8 Leavers by Gender

In comparison with 2016/17, 107 more female staff have left, (2016/17: 58). The figures suggest that the leavers by genders reflect the gender diversity of the workforce.

Turnover by Gender	Headcount 2018	% of total, 2018	Headcount 2017	% of total, 2017
Female	1346	74.7%	1239	72.8%
Male	456	25.3%	462	27.2%

Table 18: Turnover by Gender

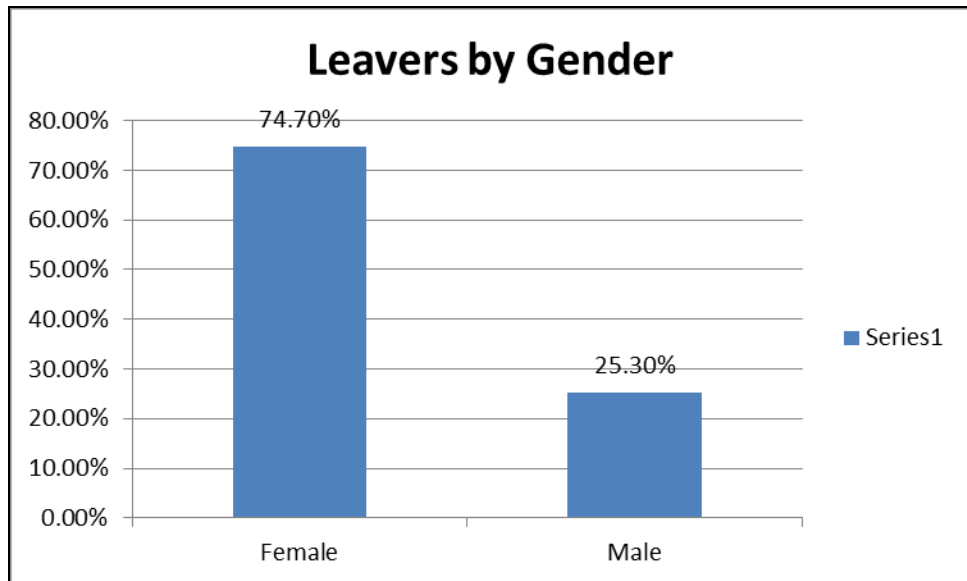


Chart 14: Leavers by Gender: 2018

4.9 Leavers by Religion & Belief

Turnover by Religion and Belief is proportionate across different religions and beliefs.

Leavers by Religion & Belief	Headcount 2018	% of total, 2018	Headcount 2017	% of total, 2017
Atheism	119	6.6%	138	8.1%
Buddhism	24	1.3%	25	1.5%
Christianity	618	34.3%	593	34.9%
Hinduism	64	3.6%	64	3.8%
Islam	72	4%	55	3.2%
Jain	2	0.1%	0	0%
Judaism	3	0.2%	0	0%
Sikh	27	1.5%	26	1.5%
Not Disclosed	786	43.6%	717	42.2%
Other	86	4.8%	71	4.2%
Undefined	1	0.1%	7	0.4%

Table 19: Religion & Belief % of Leavers 2018

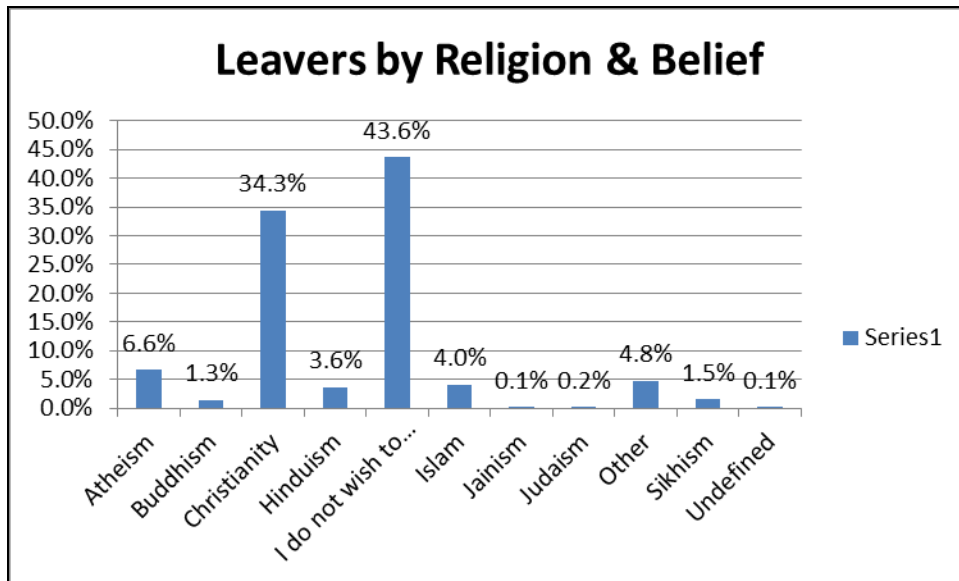


Chart 15: Leavers by Religion & Belief: 2018

4.10 Leavers by Sexual Orientation

Turnover by Sexual Orientation is proportionate.

Leavers by Sexual Orientation	Headcount 2018	% of total, 2018	Headcount 2017	% of total, 2017
Heterosexual	1039	57.7%	986	58%
Lesbian	6	0.3%	4	0.2%
Gay	12	0.7%	11	0.6%
Bi – Sexual	9	0.5%	12	0.7%
Not disclosed	731	40.6%	683	40.2%
Undefined	5	0.3%	5	0.3%

Table 20: Leavers by Sexual Orientation 2018

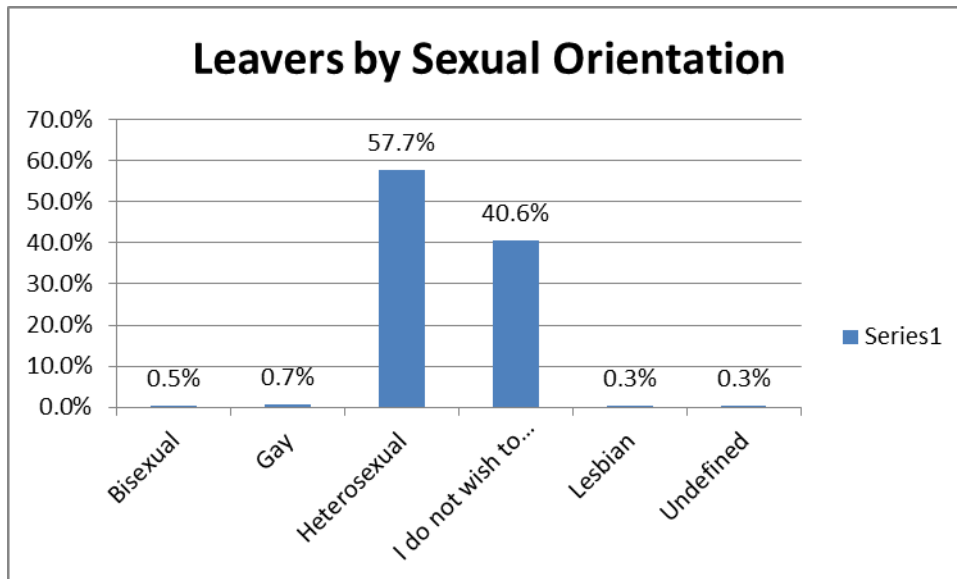


Chart 16: Leavers by Sexual Orientation; 2018

4.11 Leavers by Ethnicity

The highest proportions of leavers come from White British and Asian, although the headcount of leavers for these ethnicities has decreased from 2016/17. The proportions for the other ethnicities remain relatively stable.

Leavers by Ethnic Group	Headcount 2018	% of total, 2018	Headcount 2017	% of total, 2017
White	889	60.5%	1096	64.5%
Mixed	7	2.4%	30	1.7%
Asian	159	18.2%	323	18.9%
Black	17	5.7%	90	5.4%
Chinese	21	1.2%	17	1.0%
Filipino	26	1.4%	23	1.4%
Any Other Ethnic Group	37	2.1%	39	2.3%
Not Stated	153	8.5%	83	4.9%

Table 21: Leavers by Ethnicity

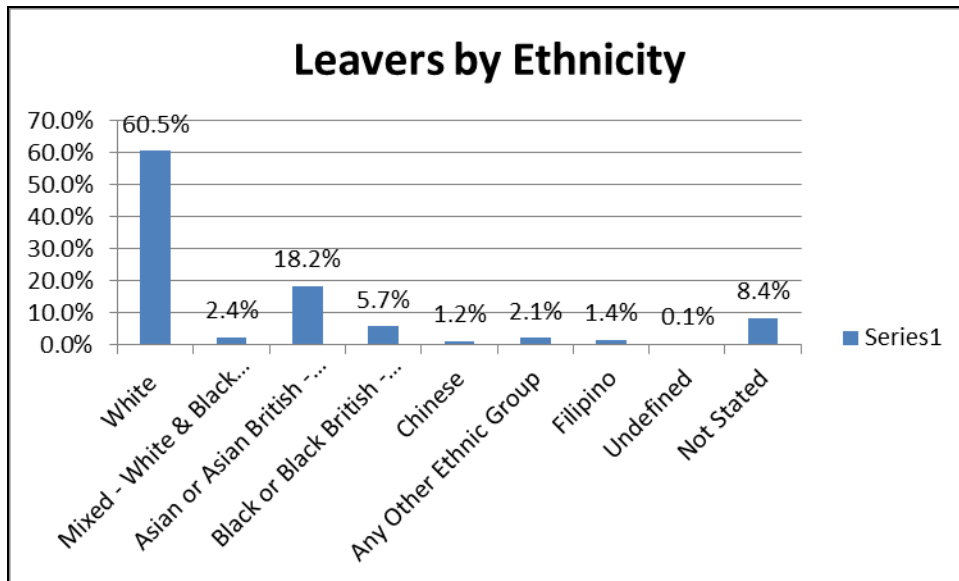


Chart 17: Leavers by Ethnicity: 2018

4.12 Leavers by Disability

The proportion of staff with a disability leaving the Trust has increased by 0.4%.

Disability	Headcount 2018	% of total, 2018	Headcount 2017	% of total, 2017
No	1275	70.8%	1201	70.6%
Not Declared	490	27.2%	458	26.9%
Undefined	1	0.1%	13	0.8%
Yes	36	2.0%	29	1.7%

Table 22: Leavers by Disability 2018

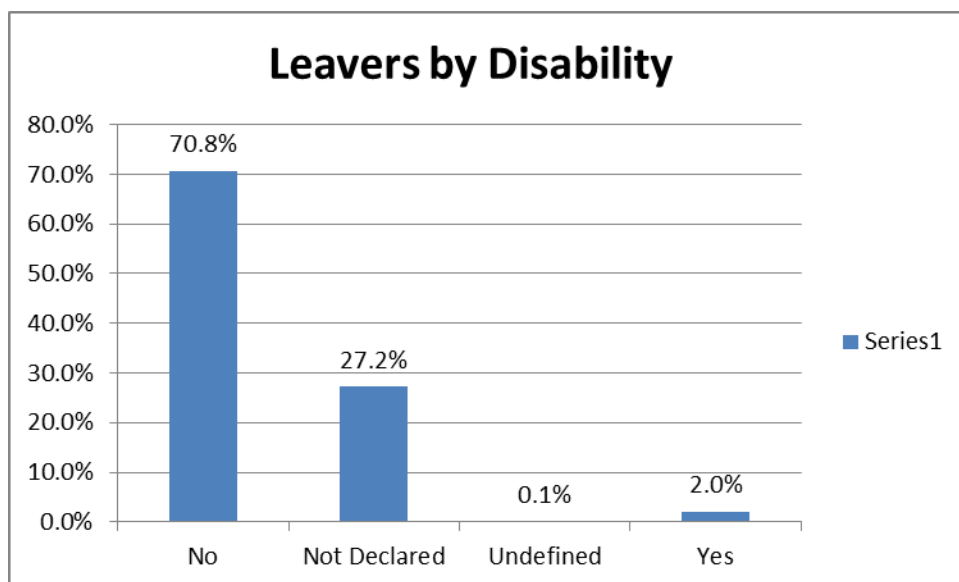


Chart 18: Leavers by Disability: 2018

5. Demographic Profile of Applicants, those shortlisted and Appointed by Protected Characteristic April 2015 – March 2016: Frimley Health

A total of, 23,209 (15,266 applications April 2017 – March 2018), 12,074 applicants were shortlisted and 2,419 were appointed.

	Applications	%	Shortlisted	%	Appointed	%
WHITE - British	8078	34.80%	3806	31.50%	986	40.80%
WHITE - Irish	130	0.60%	43	0.40%	22	0.90%
WHITE Other	2686	11.40%	1499	12.2%	247	10.1%
MIXED - White & Black Caribbean	140	0.60%	80	0.70%	12	0.50%
MIXED - White & Black African	183	0.80%	116	1%	12	0.50%
MIXED - White & Asian	181	0.80%	106	0.90%	7	0.30%
MIXED Other	198	0.80%	120	0.90%	12	0.50%
ASIAN or ASIAN BRITISH - Indian	2511	10.80%	1467	12.20%	138	5.70%
ASIAN or ASIAN BRITISH - Pakistani	1653	7.10%	1035	8.60%	77	3.20%
ASIAN or ASIAN BRITISH - Bangladeshi	226	1%	153	1.30%	10	0.40%
ASIAN Other	2422	10.40%	1239	10.30%	261	10.80%
BLACK or BLACK BRITISH - Caribbean	316	1.40%	187	1.50%	23	1%
BLACK or BLACK BRITISH - African	1743	7.50%	1027	8.50%	93	3.80%
BLACK Other	384	1.60%	217	1.70%	29	1.20%
CHINESE	110	0.50%	46	0.40%	15	0.60%
FILIPINO	213	0.90%	72	0.60%	42	1.70%
ANY OTHER GROUP	1054	4.50%	622	5.10%	68	2.80%
NOT STATED	988	4.30%	239	2%	365	15.10%

Table 23: Recruitment by Ethnicity

5.1 Ethnicity

The table above shows that the highest number of applications were received from people declaring themselves as White British, Asian British Indian, Asian Other and White Other.

Trend analysis reveals different outcomes for some ethnic groups relating to the number of applications received and the chances of being appointed:

- Asian British Indian, Asian Other and White Other applicants were also most likely to be appointed in spite of a less applications from White Other
- Although the proportion of applications from Asian Other and Asian Indian applicants were similar, Asian Other applicants were more likely to be appointed

5.2 Gender

The number of applications received by gender is as would be expected as the Trust is an employer of choice for women across different staff groups. Over 3 times more women were shortlisted and this increases to 5 times more women being appointed than men.

	Applications	%	Shortlisted	%	Appointed	%
Male	6588	28.40%	3933	32.60%	512	21.20%
Female	16589	71.50%	8120	67.30%	1906	78.80%
Not disclosed	32	0.10%	21	0.20%	1	0
Not stated	0	0	0	0	0	0

Table 24: Recruitment by Gender

5.3 Disability

The number of applications received from people with disabilities was 867 of which 55% were shortlisted and 6.8% were appointed. In the Trust, 2.2% of staff declared they had a Disability, therefore it would suggest that proportion of staff with disabilities declared will rise in the future.

	Applications	%	Shortlisted	%	Appointed	%
Not Disclosed	262	1.1	140	1.2	21	0.9
No	21475	92.5	11437	94.7	1982	81.9
Yes	867	3.7	497	4.1	59	2.4
Not stated	605	2.6	0	0	357	14.8

Guaranteed interview scheme

	Applications	%	Shortlisted	%	Appointed	%
No	300	1.30%	160	1.30%	28	1.20%
Yes	564	2.40%	330	2.70%	33	1.40%
Not stated	22345	96.30%	11584	95.90%	2358	97.50%
Total	23209	100	12074	100	2419	100

Table 25: Recruitment by Disability

5.4 Religion & Belief

The highest proportion of applications were received from applicants declaring themselves to be Christian, followed by Islam, Atheism and Hinduism. Trend analysis shows that:

- Although Muslim applicants make up over 12% of the applications only 6.2% are appointed, is lower in proportion to those other applicants
- As major faiths, numbers of applications from people declaring themselves to be Atheist or Hindu are increasing

	Applications	%	Shortlisted	%	Appointed	%
Atheism	2235	9.60%	1086	9%	276	11.40%
Buddhism	869	3.70%	454	3.80%	86	3.60%
Christianity	10415	44.90%	5348	44.30%	1007	41.60%
Hinduism	1963	8.50%	1136	9.40%	139	5.70%
Islam	2848	12.30%	1767	14.60%	151	6.20%
Jainism	23	0.10%	9	0.10%	5	0.20%
Judaism	12	0.10%	4	0%	0	0%
Sikhism	665	2.90%	387	3.20%	40	1.70%
Other	1672	7.20%	903	7.50%	166	6.90%
Not declared	1906	8.20%	980	8.10%	192	7.90%
Not stated	601	2.60%	0	0%	357	14.80%

Table 26: Recruitment by Religion & Belief

5.5 Physical Impairment

The numbers of applications from people with impairments is low which is also reflected in the numbers appointed. Figures for Learning Disability are more encouraging and are reflective of the Trust's partnership working with Learning Disability representative organisations.

Impairment	Applications	%	Shortlisted	% Short listed	Appointed	% Apptd
Physical Impairment	39	0.3%	12	30.8%	0	0
Sensory Impairment	45	0.3%	25	55.6%	3	0.95%
Mental Health Condition	67	0.4%	22	32.8%	2	0.95%
Learning Disability/Difficulty	139	0.9%	61	43.9%	18	1.4%
Long-Standing Illness	120	0.8%	51	42.5%	11	0.87%
Other	123	0.8%	38	30.9%	3	0.24%
Not Stated	12,203	79.9%	4417	36.2%	714	56.4%
None	2530	16.6%	1401	55.4%	515	41%

Table 27: Recruitment by Impairment

5.6 Marital Status

The figures are generally as would be expected. Although the numbers of applicants living in a civil partnership is low the proportions of applicants is encouraging and provides a foundation for future progress.

Marital Status	Applications	%	Shortlisted	%	Appointed	%
Single	9802	42.20%	5425	44.90%	856	35.40%
Married	10274	44.30%	5306	43.90%	978	40.40%
Civil partnership	447	1.90%	272	2.30%	42	1.70%
Legally separated	202	0.90%	110	0.90%	21	0.90%
Divorced	1094	4.70%	533	4.40%	104	4.30%
Widowed	161	0.70%	78	0.60%	20	0.80%
Other	221	1%	92	0.80%	40	1.70%
Not stated	1008	4.30%	258	2.10%	358	14.80%

Table 28: Recruitment by Marital Status

5.7 Sexual Orientation

The numbers of applications received from Lesbian, Gay and Bi -Sexual candidates remains low, although figures for the numbers of applicants being appointed are encouraging.

	Applications	%	Shortlisted	%	Appointed	%
Heterosexual	19983	86.10%	10599	87.80%	1888	78%
Gay	143	0.60%	75	0.60%	12	0.50%
Lesbian	70	0.30%	38	0.30%	7	0.30%
Bisexual	246	1.10%	162	1.30%	13	0.50%
NOT disclosed	2166	9.30%	1200	9.90%	141	5.80%
Persons of the same sex (Gay or Lesbian)	0	0	0	0	0	0
Not stated	601	2.60%	0	0	358	14.80%

Table 29: Recruitment by Sexual Orientation

Trans – Gender

Although application from people declaring themselves to be Trans are low in comparison to the Lesbian, Gay, Bi – Sexual applicants, the figures are still encouraging that applicants declaring themselves to be Trans see the Trust as an employer of choice.

	Application	%	Shortlisted	%	Appointed	%
No	6459	27.80%	2675	22.20%	1059	43.80%
Yes	65	0.30%	25	0.20%	8	0.30%
I do not wish to answer this question	214	0.90%	101	0.80%	28	1.20%
Not stated	16471	71%	9273	76.80%	1324	54.70%

5.8 Age

The figures below show that, the age of applicants has had no significant impact in the recruitment process and applicants are short listed and appointed proportionately across all age ranges.

Age	Applications	%	Shortlisting	%	Appointed	%
Under 20	708	3.10%	410	3.40%	87	3.60%
20 - 24	3296	14.20%	1844	15.30%	335	13.80%
25 - 29	4726	20.40%	2561	21.20%	463	19.10%
30 - 34	3584	15.40%	2006	16.60%	353	14.60%
35 - 39	2965	12.80%	1474	12.20%	326	13.50%
40 - 44	2470	10.60%	1197	9.90%	268	11.10%
45 - 49	2082	9%	1028	8.50%	215	8.90%
50 - 54	1709	7.40%	775	6.40%	181	7.50%
55 - 59	1124	4.80%	526	4.40%	115	4.80%
60 - 64	471	2%	225	1.90%	61	2.50%
65+	73	0.30%	27	0.20%	15	0.60%
Not stated	1	0%	1	0%	0	0%

Table 30: Recruitment by Age

6. Internal Training – Mary Seacole

The data below shows the breakdown by protected characteristic of staff attending the Trust's in house delivered Mary Seacole Programme. This programme was selected for analysis as equal access to Leadership development provides the foundation and opportunity for career progression and promotion in the Trust.

Age

Staff from a wide spread of ages are accessing the programme which suggests that the programme is attracting staff in leadership and management positions at different levels in the Trust.

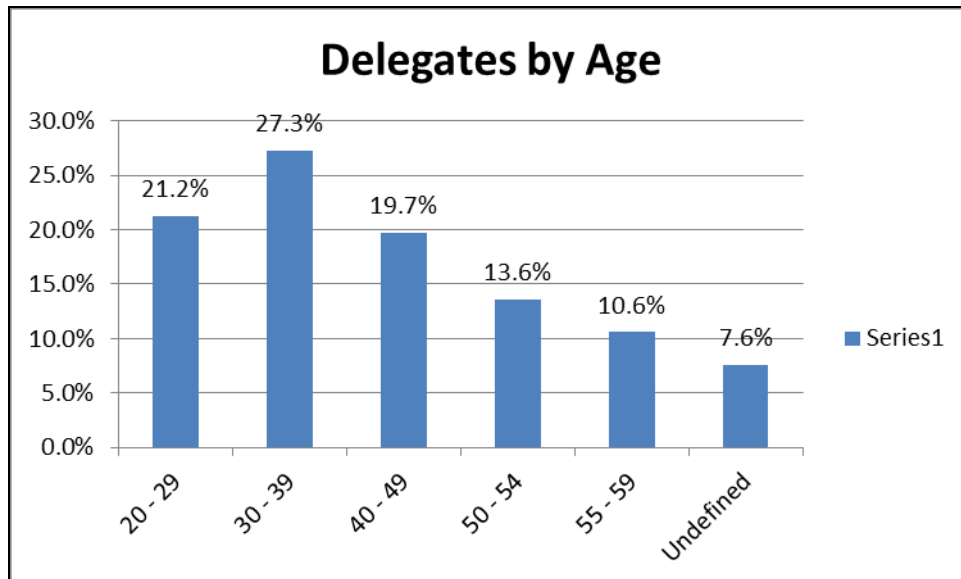


Chart 19: Delegates by Age

Disability

Not declaration (ND) of disability remains high. The low proportion of staff with a disability accessing the programme is a concern, however this may highlight issues around how many staff declaring a disability are in management or leadership positions.

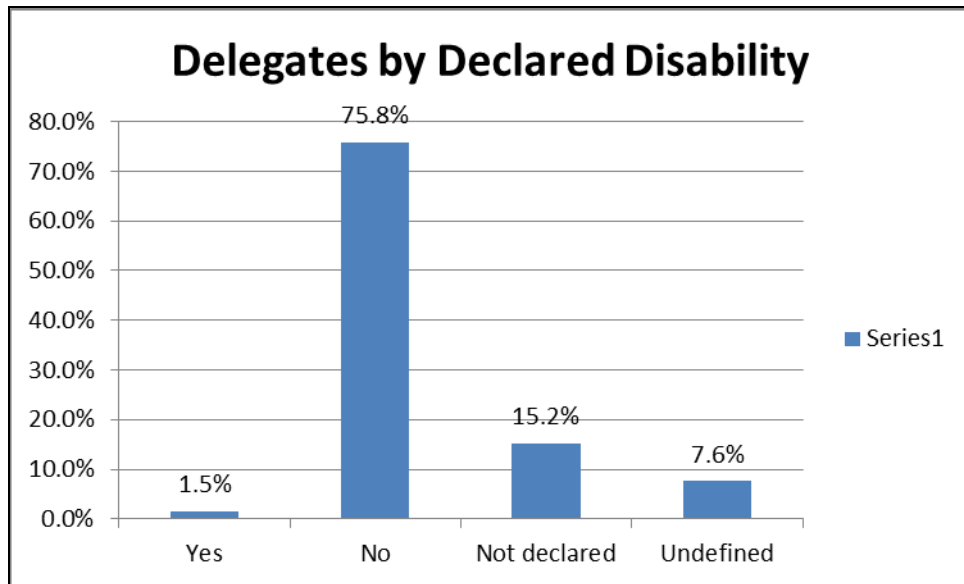


Chart 20: Delegates by Disability

Gender

Female staff attending the Leading People programme is in proportion to the gender diversity in the workforce, however Male staff are under represented when compared to the Gender diversity of the workforce.

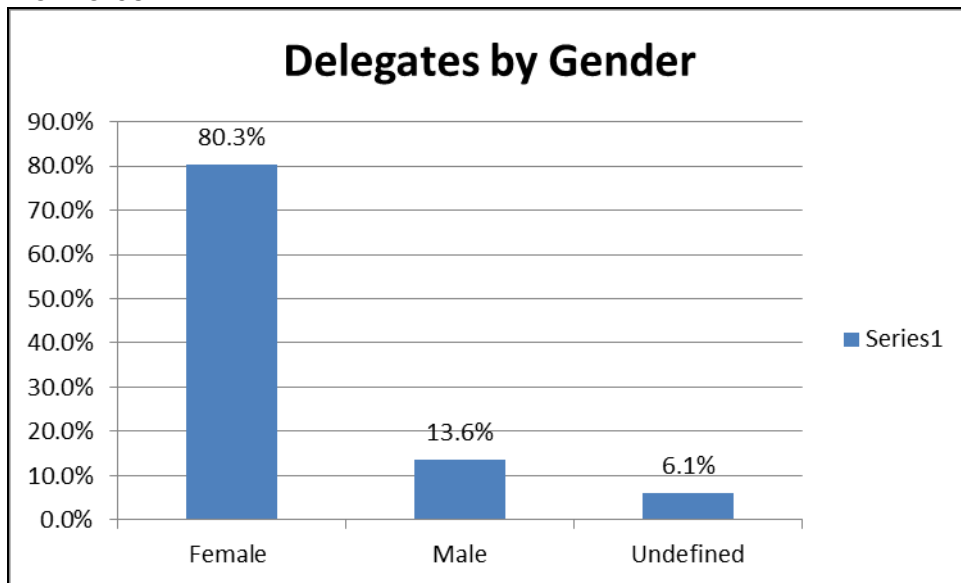


Chart 21: Delegates by Gender

Ethnicity

White staff attending is in proportion to the % of White staff in the workforce, while BME staff are just below a figure which would suggest proportionality with the ethnic diversity of the workforce.

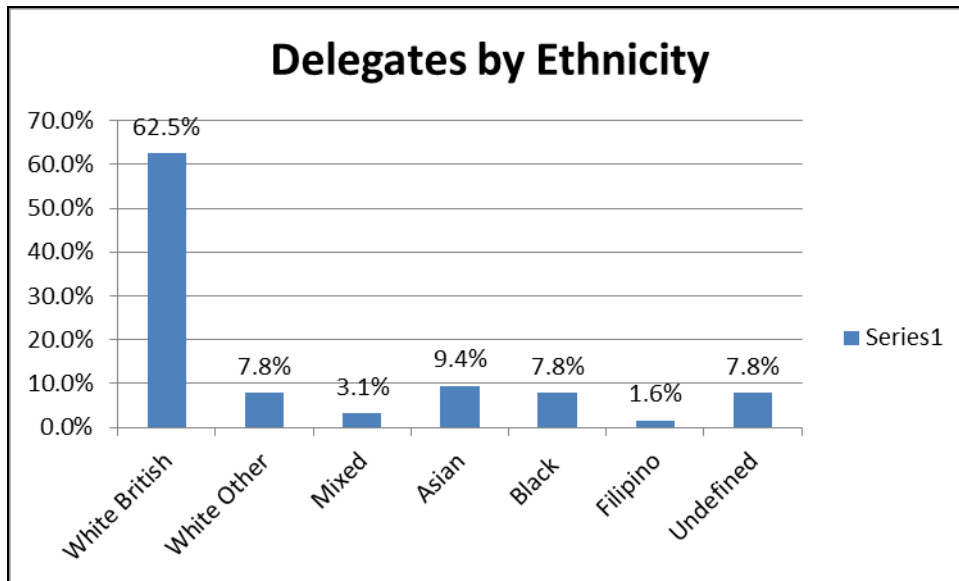


Chart 21: Delegates by Ethnicity

Religion & Belief

According to the data there have been no Muslim or Sikh staff (prominent faiths in the workforce) on the Leading People programme, therefore are under represented on this programme. However the number of Buddhist staff attending the programme has increased markedly.

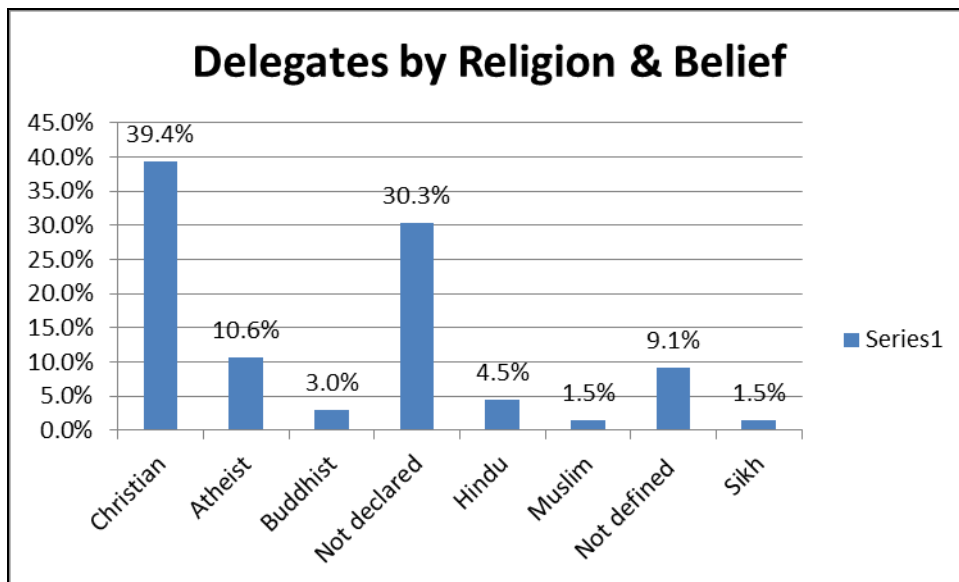


Chart 22: Delegates by Religion & Belief

Sexual Orientation

There has been an increase in staff declaring themselves to be Gay or Lesbian on the Leading People Programme. Although the headcount of staff from these protected characteristics is small, it would be expected that a proportion of staff would be accessing this programme.

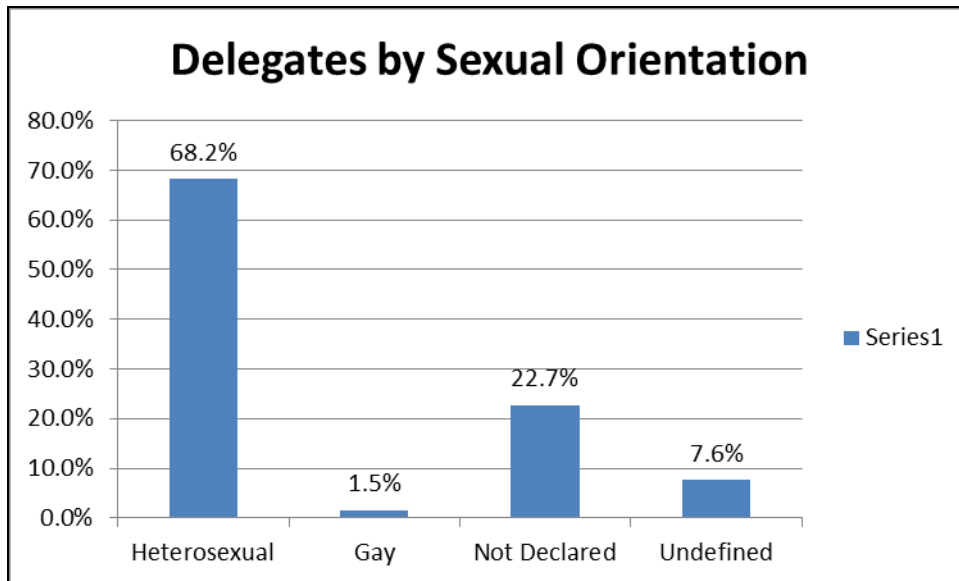


Chart 23: Delegates by Sexual Orientation

7. Employment Relations Cases; April 2017 – March 2018

As some staff who were involved in Employee Relations have since left the Trust, diversity data for those staff is not available.

7.1 Disciplinary Cases

There were 56 disciplinary cases during the year. Of these cases:

- 13 cases involved staff from Black and Minority Ethnic backgrounds
- Disability: 6 staff with disabilities were being investigated and the majority of cases had staff with no disability
- Gender: The majority of the cases involved female members of staff
- Religion and Belief: 16 Christian members of staff and the majority of the remainder stated "did not state their religion and belief."
- Sexual Orientation: 20 staff were heterosexual, and for the remainder of the staff, the sexual orientation was not declared by the member of staff
- Age: no single age range stood out as being the most likely affected by disciplinary processes as the staff being investigated were aged anything from 31 years to 60 years

7.2 Grievance cases

There were 17 Grievances over this period;

- 9 cases involved staff from White backgrounds and 4 from Black and Minority Ethnic Staff
- Disability: The majority of staff stated they did not have disability
- Gender: Majority of the cases (76%) involved female members of staff
- Religion and Belief: Largest proportion of staff (23%) declared themselves to be Christian
- Sexual Orientation: The largest proportion of staff (38%) declared themselves as heterosexual

7.3 Capability

There were 13 Capability cases over this period (2016/17: 4 cases) with the highest number of staff being:

- 6 involving staff from White British backgrounds

- Gender: 11 female staff
- Religion & Belief: Staff did not disclose their Religion & Belief.
- Disability: Majority of staff did not declare a disability
- Sexual Orientation Majority of staff did not disclose their sexual

7.4 Complaints of Harassment and Bullying

The Trust has a Fair Treatment at Work Advisory Service which comprises 11 ACAS trained Trust members of staff who provide a confidential listening, advice and support service to staff who feel they are experiencing inappropriate behaviour in the workplace. Over the last year 10 members of staff have sought advice from the Service. This is large drop from previous years figures of 17 members of staff.

8. Engagement with staff from Protected Characteristics

8.1 National Staff Survey 2017

The table below compares the scores of concern for each protected characteristic per Staff Survey key finding. It should be noted that staff, in the 16 – 30 years age range, staff with disabilities and Black & Minority Ethnic staff (BME) continue to have negative experiences in the workplace. For example:

- KF 20, 22, 23 and now 25 suggest negative experiences for 16 -30 years
- KF 24, 25, and KF27 suggest a worsening situation for BME staff in comparison with White Staff
- KF 23, 25 and 26 still suggest almost parity in the negative experiences of White and BME staff
- KF21 and 26 are scores of concern for staff with disabilities

Staff Survey Key Finding	Staff Survey question	Overall Trust Score	Age	Disability	Gender	Black & Minority Ethnic (BME)
KF 20 (lower score the better)	Experiencing discrimination at work	13% of staff (2015: 14%)	16 -30: 17% (2016: 16 - 30: 15%)	18% (2016:16%)	Men:16% (2016:17% of men)	2017:White 10% BME 23% 2016: White: 9%,BME:24%
KF21 (Higher score better)	Believing the organisation promotes equality in career progression	87% of staff (2015: 88%)	51+: 83% (2016: 51+: 85% (lowest score))	77% (on par with BME) (2016: 83%)	Men: 83% (2016:83% of men (lower than women))	White: 88% BME: 78% (2016: White: 90%,BME:78%)
KF22 (lower score the better)	Physical violence from patients	14% of staff (2015: 15%)	16 – 30: 24% (2016:16 – 30 22%)	13% (on par lowest with men)	14% of Women 12% of Men	White 13% BME: 16% 2016: White:

Staff Survey Key Finding	Staff Survey question	Overall Trust Score	Age	Disability	Gender	Black & Minority Ethnic (BME)
				(2015:14%)		13% BME: 17%
KF23 (lower score the better)	Physical violence from staff	2% of staff (2015: 4%)	16 – 30 : 3% (2016: 16 - 30 3%)	3% (2016:3%)	3% of men (2016: 3% of men)	White: 2% BME: 3% White: 2% BME: 3%
KF24 (lower score the better)	Most recent experience of violence	71% of staff (2015: 80%)	41-50: 83% (2016: 51+ 76%)	78% (2nd highest after BME) 2016: 75%	76% (2016:72% of women)	White: 70% BME: 83% 2016: White: 67% BME: 78%
KF25 (lower score the better)	Bullying or abuse from patients, public	26% of staff (2015: 30%)	16 – 30: 32% (2016:16 – 30 30%)	31% (2016:28%)	27% of women (2016:27% of women)	White: 26% BME: 26% 2016: White: 26% BME: 25%
KF26 (lower score the better)	Harassment or bullying from staff	21% of staff (2015: 20%)	51+: 23% (2016: 51+ 24%)	31% (2016:30%)	21% of Men & Women (2016:21% of women)	White:21% BME:22% (2016: White: 21% BME 22%)
KF27 (lower score the better)	Most recent experience of harassment or bullying	44% of staff (2015: 53%)	41 – 50: 49% (2016: 31-40 50%)	45% (2nd lowest after BME) (2016:44%)	46% of women (2016:44% of men)	White: 42% BME: 53% 2016: White: 42% BME: 50% :

9. Appraisals

At Frimley Health a total of 6,715 staff are eligible for appraisals. The figure includes:

- All staff Groups except Medical & Dental who have separate processes in place
- Permanent Staff
- Fixed Term Contract
- Staff Acting up in to more senior roles

The figures exclude staff:

- Who have started work with the Trust in the last 12 months
- On maternity and paternity leave
- Staff on long terms sick and those on career breaks

Completed appraisals completed by Age

Age Band	Total Headcount	Reviews Completed	Reviews Completed % in that age range
<=20 Years	29	15	51.72%
21-25	404	248	61.39%
26-30	766	484	63.19%
31-35	712	454	63.76%
36-40	767	466	60.76%
41-45	950	576	60.63%
46-50	917	592	64.56%
51-55	909	576	63.37%
56-60	769	492	63.98%
61-65	362	235	64.92%
66-70	97	64	65.98%
>=71 Years	33	20	60.61%
Grand Total	6715	4222	62.87%

Completed appraisals by Gender

Gender	Total Headcount	Reviews Completed	Reviews Completed %
Female	5492	3485	63.45%
Male	1223	737	60.26%
Grand Total	6715	4222	62.87%

Completed appraisals by Disability

Disability	Total Headcount	Reviews Completed	Reviews Completed %
No	4052	2512	61.99%
Not Declared	2510	1621	64.58%
Yes	153	89	58.17%
Grand Total	6715	4222	62.87%

Completed appraisals by Ethnicity

Ethnic Origin	Total Headcount	Reviews Completed	Reviews Completed %
White	4413	2789	63.20%
Asian	1319	825	62.55%
Black	335	204	60.90%
Mixed	103	64	62.14%
Any Other Ethnic Group	392	244	62.24%
Not Stated	153	96	62.75%
Grand Total	6715	4222	62.87%

Completed appraisals by Religion & Belief

Religious Belief	Total Headcount	Reviews Completed	Reviews Completed %
Atheism	437	270	61.78%
Buddhism	223	142	63.68%
Christianity	2823	1748	61.92%
Hinduism	250	151	60.40%
I do not wish to disclose my religion/belief	2417	1562	64.63%
Islam	132	85	64.39%
Jainism			50.00%
Judaism			75.00%
Other	345	212	61.45%
Sikhism	82	48	58.54%
Grand Total	6715	4222	62.87%

Sexual Orientation	Total Headcount	Reviews Completed	Reviews Completed %
Bisexual	39	17	43.59%
Gay	21	13	61.90%
Heterosexual	4022	2513	62.48%
I do not wish to disclose my sexual orientation	2624	1673	63.76%
Lesbian			66.67%
Grand Total	6715	4222	62.87%

Appendix 1 – Frimley Health Equality Objectives

No	Objective	Equality Delivery System 2 Goal/Outcome & WRES Indicator	Progress as of April 2018
1	<p>Electronic Staff Record (ESR) data accuracy:</p> <p>To continue to improve data accuracy by repeating staff database validation exercise every two years and by promoting reasons for collection of sensitive personal data. Improve disclosure of disability, religion and belief and sexual orientation by 20%</p>		<p>Ethnicity declared : 96.2%</p> <p>Age declared: 100%</p> <p>Gender declared: 100%</p> <p>Religion & Belief declared: 59.7%</p> <p>Disability declared: 65.5%</p> <p>Sexual Orientation declared: 58.6%</p>
2	<p>Representation of protected groups in roles and grades:</p> <p>Develop strategies to encourage more BME representation in senior roles (Band 7 and above)</p> <p>Develop strategies to encourage more female representation in Chief of Service or equivalent roles</p>	<p>Goal 3</p> <p>A representative and Supported Workforce</p> <p>Outcome 3.1</p> <p>Goal 4: Inclusive Leadership</p> <p>WRES Indicator 1 & 2 & 9</p>	<p>Bands 8a</p> <p>17.6% (15.3% 2017) Black & Minority Ethnic (BME) Staff (Mixed, Black, Asian, Chinese, Filipino, Other)</p> <p>Band 8b: Black & Minority Ethnic 18.1% (13.9% 2017)</p> <p>Band 8c: Black & Minority Ethnic 8.6% (10.3% 2017)</p> <p>Band 8d: Black & Minority Ethnic 13.3% (0% in 2017)</p>
3	<p>Disabled staff:</p> <p>Work with external organisations to place disabled people with the aim of developing their skills and confidence to support long-term employment prospects. This includes provision of support to these individuals for applying for permanent posts within the organisation</p>	<p>Goal 3</p> <p>A representative and Supported Workforce</p> <p>Outcome 3.1</p>	<p>Staff with Disabilities now attend Disability Forum meetings at Frimley Park and Wexham Park. There are separate work plans for both groups and actions relate to Staff Survey Scores relating to staff with Disabilities.</p> <p>The Trust has progressed to Disability Confident Status</p>

No	Objective	Equality Delivery System 2 Goal/Outcome & WRES Indicator	Progress as of April 2018
	Improve the experience of disabled staff in the workplace as measured each year by the National NHS Survey.		
4	<p>Equal Pay:</p> <p>Undertake gender and ethnicity pay audits</p>	<p>Goal 3</p> <p>A representative and Supported Workforce</p> <p>Outcome 3.2</p>	<p>Gender Pay Gap figures are:</p> <p>Mean Gender Pay Gap in hourly pay is 18.90% in favour of Male Staff</p> <p>Median Gender Pay Gap is 2.80% in favour of Male Staff</p> <p>Mean Bonus Pay Gap Clinical Excellence Awards are used in the calculation. It stands at 27% in favour of Male Staff</p> <p>Median Bonus Pay Gap Median Gender pay gap is 33.3% and in favour of male staff</p> <p>Proportion of males and females receiving a bonus payment Twice as many male staff (110 or 5%) receive a bonus payment compared to female staff (52 or 1%)</p> <p>Proportion of Males and Females in each pay quartile</p> <ul style="list-style-type: none"> • Lower Quartile: 76.64% Female, 23.36% Male • Lower Middle Quartile: 80.44% Female, 19.56% Male • Upper Middle Quartile: 85.25% Female, 14.75% Male • Upper Quartile: 68.32% Female,

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			31.68% Male
5	<p>Age: Develop strategies to encourage employment and retention of people in the age 20 to 30 bracket</p> <p>Develop strategies to assist the trust in managing an increasingly older workforce</p>	<p>Goal 3 A representative and Supported Workforce</p> <p>Outcome 3.1</p>	The headcount for staff aged 20 – 29 has increased slightly compared to 2016/17 figures, while headcount for staff aged in 30 – 39 years shows an increase of 64 staff.
6	<p>BME staff: Reduce the incidence of harassment and discrimination reported by BME staff in the NHS Staff Survey</p> <p>Improve perception of BME staff regarding career progression opportunities as measured in the NHS Staff Survey</p>	<p>Goal 3 A representative and Supported Workforce</p> <p>Outcome 3.4 & 3.6</p> <p>WRES Indicators 5 - 8</p>	<p>Staff Survey 2017 results</p> <p>The highest % figures for Black and Minority Ethnic staff:</p> <ul style="list-style-type: none"> • Physical violence from patients, relatives or the public: 16%, the 2nd highest amongst protected characteristics after 16 – 30 yrs • Most recent experience of violence 83% (equal with 41 – 50 yrs staff) • Harassment, bullying and abuse from staff: 29% • Most recent experience of harassment & bullying 53% • Discrimination at work: 23%
7	<p>Bullying and Harassment Monitor reporting of complaints of bullying and harassment from the Fair Treatment at Work Adviser Service and where relevant ensure information is</p>	<p>Goal 3 A representative and Supported Workforce</p>	<ul style="list-style-type: none"> • From April 2017 to March 2018, 10 members of staff met with Fair Treatment at Work Advisers. This figure shows a fall from last years figure of 8. The current figures do not

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	shared with HR Business Partners	Outcome 3.4	include informal/adhoc contact from staff, as staff did not wish concerns to be documented
8	<p>Employee Relations</p> <p>Track numbers of Disciplinary, Grievance and Capability cases by protected characteristic to ensure equality of treatment is applied for all staff</p>	<p>Goal 3</p> <p>A representative and Supported Workforce</p> <p>Outcome 3.4</p> <p>WRES Indicator 3</p>	<p>Disciplinary Cases FPH</p> <p>There were 56 disciplinary cases during the year. Of these cases:</p> <ul style="list-style-type: none"> • 13 cases involved staff from Black and Minority Ethnic backgrounds • Disability: 6 cases involving staff with a disability • Gender: The majority of the cases involved female members of staff • Religion and Belief: 16 Christian members of staff and the majority of the remainder stated “did not state their religion and belief. • Sexual Orientation: 20 staff were heterosexual, and for the remainder of the staff, the sexual orientation was not declared by the member of staff • Age: no single age range stood out as being the most likely affected by disciplinary processes as the staff being investigated were aged anything from 31 years to 60 years <p>Grievance cases</p> <p>There were 16 Grievances over this period;</p> <ul style="list-style-type: none"> • 9 cases involved White Staff and 4 Black and Minority Ethnic Staff • Disability: The majority of staff stated they did not have disability

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			<ul style="list-style-type: none"> • Gender: Majority of the cases involved female members of staff • Religion and Belief: The largest proportion 23% declared themselves to be Christian • Sexual Orientation: The largest proportion of staff declared themselves heterosexual <p>Capability There were 13 Capability cases during 2016/17. This is a sharp increase from 2016/17 figures of 4. The highest number of staff being:</p> <ul style="list-style-type: none"> • 6 cases involving staff from White British backgrounds • 11 cases involving female staff • Religion & Belief: Majority of staff did not disclose their Religion & Belief. • Disability: Majority of staff did not declare a disability • Sexual Orientation Majority of staff did not disclose their sexual orientation
9	<p>Staff Retention</p> <p>Contribute to the development of strategies to increase retention of staff from protected characteristics and by staff group</p>	<p>Goal 3</p> <p>A representative and Supported Workforce</p> <p>Outcome 3.6</p>	<ul style="list-style-type: none"> • Orientation days also held with overseas staff to ensure they are familiar with the layout of the hospital

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10	Flexible working Monitor and report on change in staff working patterns by protected characteristic	Goal 3 A representative and Supported Workforce Outcome 3.5	On hold

