

EQUALITY & DIVERSITY WORKFORCE MONITORING

Annual Report

April 2017 – March 2018

CONTENTS

	Page	
SECTION ONE: ASSURANCE		
1. Executive Summary	3	
2. Summary of Key Findings	4	
3. Plan for 2018 - 2019	7	
SECTION TWO: WORKFORCE PROFILING		
4. Profile of our Workforce	8	
5. Working Patterns	9	
6. Ethnicity and the Workforce Race Equality Standard (WRES)	10	
7. Gender	11	
8. Religion or Belief	12	
9. Age	13	
10. Sexual Orientation	14	
11. Disability	14	
12. Pregnancy & Maternity	14	
13. Marriage & Civil Partnerships	14	
APPENDICES		
A.	Pay Banding by Ethnicity	15
B.	Disciplinary Investigations by Protected Characteristic	16
C.	Grievances by Protected Characteristic	17
D.	Promotions by Protected Characteristic	18
E.	Disciplinary Investigations, Grievances & Promotions	19
F.	Recruitment & Selection Activity	20
G.	Appraisals by Protected Characteristic	21
H.	Reasons for Leaving by Protected Characteristic	22

1.0 EXECUTIVE SUMMARY

1.1 Purpose of Report

The trust recognises that workplace inclusion, alongside good engagement, and wellbeing is intrinsically linked to staff satisfaction, resourcing, retention, vacancy rates, absence, employee relations activity and better patient outcomes; failure to address the concerns and needs of staff can have a significant impact on the consistency, quality and safety of patient care and also present significant costs.

Under the Equality Act 2010, the trust is required to address workforce inequalities across a range of protected characteristics. Specifically;

- eliminate discrimination, harassment and victimisation 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.

The trust is required to produce and publish monitoring information on a range of workforce categories. This monitoring information enables the trust to assess trends in employment practices, leading to the development of equality objectives and an action plan to inform positive action in relation to the overall equality agenda.

1.2 Trust Data

This report is primarily based on contracted staff in post as at 31st March 2018 or activity during the period April 2017 to March 2018. If the data refers to a comparison to the previous report, this will mean data as at 31st March 2017 or the previously reported period.

Please note following:

- "Not defined" is the description used where there is not recorded information or an individual has not responded to a request to disclose / update that information. If a person has specifically stated they do not wish to disclose an E&D characteristic (e.g. sexual orientation, religious belief), that is shown as a separate category described as "I do not wish to disclose".
- "Number" is the headcount of employees.
- Percentages are rounded to whole numbers unless it is felt better to show to one or two decimal places given the total numbers involved for a particular section.

Recruitment data is from NHS Jobs website, based on information submitted by applicants as part of the on-line application process.

1.3 Demographics

The trust tries to compare its E&D profile with the local community. There was a UK Census in 2011 with the results still being issued in stages. Currently only data for headcount, gender, age, ethnicity, disability (though see also below), religious belief and marital status are available.

The lowest constituent level in the census is Cheshire East Unitary Authority (UA). For the purposes of this report, to try and give a better comparison, the local community numbers for age bands are based upon the working age profile of the Trust. This is assessed as those aged 16 to 79, as the Trust does not employ under 16's and does have staff in their 70's. For Cheshire East UA, 76.8% of the population are within this age grouping.

In terms of disability, the percentage used is based on the 2011 Census, which expresses disability as either "Day-to-day activities limited a lot" or "Day-to-day activities limited a little".

When further census data is issued that will be used in future reports. In the meantime the other comparison data used has been obtained from these sources as being the best currently available.

For sexual orientation, the figures used are from the ONS Integrated Household Survey (January – December 2014 experimental statistics. ESR records gay and lesbian separately, but as the ONS reports gay and lesbian as a group, a similar approach is used during this report with the ESR figures being combined to also show gay/lesbian as a group.

2.0 SUMMARY OF KEY FINDINGS

2.1 Key Headlines from the Workforce Monitoring Data

- The trust has a workforce that is broadly reflective of the local population
- There are concerns around the level of non-disclosure, particularly in the case of disability, sexual orientation and religion / belief
- The trust has an action plan in place to support

Staff in post data demonstrates evidence of flexible working and flexible retirement across the organisation. The trust's workforce is broadly reflective of the local population. As is the position across NHS trusts, 3% of staff self-declared that they have a disability but this figure is thought to be higher in reality.

An issue which compromises some of the statistical analysis is the level of non-disclosure, particularly in the case of disability, sexual orientation and religion / belief. It is noted that disclosure is higher for anonymous surveys, such as the NHS staff survey and the trust could benefit from more visible, senior role models in this respect.

The ethnicity profile of the organisation has shifted since 2013 to see a greater proportion of BME staff (an increase of 3%). The proportion of staff wishing not to disclose has however also increased. Whilst ethnicity profiles are broadly reflective, the trust is unable to report some information meaningfully (sexual orientation & religion / belief in particular) on the basis of the high levels of undisclosed information.

Part-time working is more common as the workforce gets older and/or if the member of staff has a disability. Our workforce is ageing and are either retiring, reducing their hours or leaving at a greater rate than they are replaced by other age groups.

In terms of pay, the gender split of the workforce is reflected broadly across the pay-bands with the exception of very senior posts and medical staff. The proportionality of females in senior roles reduces in band 8C upwards and the gender pay gap work

gave us more insight into the impact of a significant male majority in senior clinical roles. Men are under-represented across pay-bands 3-7 and at 8b.

The trust continues to be able to demonstrate ongoing support for staff with health conditions or disabilities, where they have been able to continue working through the implementation of reasonable adjustments such as the purchase of equipment, revised working hours and restrictions, and in some cases redeployment to a more suitable position. However we understand from the staff survey that staff with disabilities have a less satisfactory work experience than non-disabled staff.

The following findings can be drawn from the recruitment activity data:

- The Trust is demonstrating positive action in relation to applicants who declare a disability and the employment of candidates at both ends of the age range.
- The likelihood of being short-listed does not vary disproportionately depending upon a candidates' sexual orientation. The likelihood of being appointed however does appear to reduce for male and BME applicants and some non-Christian religions. It is not being suggested that these protected characteristics are a consideration by recruiting managers in terms of selection of the most suitable candidate but the Trust does need to continue to support positive communications and training opportunities in relation to equality & diversity.
- The data suggests a level of disproportionality (or lack of willingness to disclose) in employee relations activity during the reporting period. There appears to have been an increase in the proportion of men and BME staff subject to disciplinary investigations; and no grievances from staff this year from staff who are LGBT, BME or disabled.

2.2 Achievements relating to Workforce Inclusion, 2017 - 2018

During 2017/18, the Trust has;

- Participated in NHS Employers' Diversity and Inclusion Champions Programme
- Achieved Level 3 Leader status on the Disability Confident scheme
- Strengthened and communicated its mental health pathway; promoting mental health services and resources as part of the core business as usual.
- Participated in the charity 'mind' workplace wellbeing index, achieving bronze status
- Improved the position in relation to the NHS Equality Delivery System (EDS) and the Workforce Race Equality Standard (WRES)
- Provided mindfulness training, mental health training in a range of formats (including new e-learning packages) and supportive leadership workshops to 147 members of staff
- Developed a monitoring and reporting method to measure the completion of departmental stress risk assessments
- Improved arrangements for workforce equality impact assessments
- Strengthened its support to staff and managers with long term absence and/or health conditions
- Improved prayer facilities for staff through the development of a multi-faith space

2.3 Drivers and Position Summary

Workforce Equality, Diversity & Inclusion	
Equality Delivery System (EDS)	Overall, the trust is 'Achieving' and the Board have shown commitment to workforce equality through the commissioning of an independent culture review and an ongoing commitment to the workforce & OD strategy. As part of this, we have agreed a number of priorities for 2018/19, which are summarised in section 3.
Workforce Race Equality Standard (WRES)	<p>The trust reported an improved position in 2017 with significant progress made in BME staff experience of harassment, bullying or abuse, equal opportunities for career progression and personal experience of discrimination.</p> <p>Improvements were seen in recruitment practices, disciplinary matters and access to training. Some progress was made in closing pay gaps. There remains work to do and staff survey findings for BME staff are reflected in the priorities for 2018/19.</p>
Gender Pay Gap	The paper was presented to the board in February 2018 and the results were published to meet the 30 March deadline. The actions have been incorporated into the annual workforce engagement, wellbeing and inclusion plan for 2018/19
Workforce Disability Equality Standard (WDES)	<p>The WDES will be mandated from April 2018 with a greater expectation to employ a higher percentage of staff with disabilities, including learning disability.</p> <p>The trust is the first trust in the NW region to be awarded level 3 of the Disability Confident scheme. This 'Leader' status reflects the work the trust has done to support disabled people who are seeking work experience or volunteering opportunities at the trust and our commitment to championing this work both internally and across local business communities.</p>
NHS National staff survey 2017	<p>Overall, the staff survey results for BME staff improved significantly in 2016 however we can see a deterioration in 2017 which will have an impact on the WRES for 2018. The latest results also indicate that staff with disabilities have a less satisfactory work experience than non-disabled staff across a range of factors.</p> <p>Actions relating to improving the working lives of these groups of staff remain a priority and have been incorporated into the annual workforce engagement, wellbeing and inclusion plan for 2018/19.</p>

3.0 PLAN FOR 2018 - 2019

A plan has been developed to support the following workforce equality priorities for the year;

Make a positive difference to the experience of staff with protected characteristics; specifically;

- Improve the working lives of staff who have disabilities
- Improve the working lives of BME staff
- Take steps to improve the position as identified by the gender pay gap report
- Improve stakeholder involvement in this work

This plan includes the following activities;

- Directorates taking ownership of issues raised within the staff survey relating to the experience of staff with protected characteristics; monitored and measured through Directorate Boards.
- Act upon WRES, EDS and staff survey findings; focussing on building engagement with BME staff and staff with disabilities; including focus groups and listening events
- Maximise opportunities for partnership working both locally and regionally to promote inclusivity and develop staff networks.
- Ensure the Trust is adequately prepared for the launch of the new WDES and continued promotion of Disability Confident, taking positive action to reduce the stigma that is associated with mental health in the workplace
- Following up on actions arising from the first gender pay gap analysis relating to female medical staff and the overall distribution of men employed in non-medical roles
- The development of a staff forum with representation from staff with protected characteristics
- Sustained action to promote good mental health through training, talks and promotion of sources of support
- Work with local partners on the working longer project; focused on developing and delivering programmes to the workforce that support flexible retirement and occupational health initiatives
- Occupational Health engagement and a review of employee assistance programme / counselling services
- Participation in the first Macclesfield PRIDE event
- Monthly themes including men's health, LGBT history, black history, support for carers and mental health awareness

The HR team will provide dedicated leadership and support to this programme led by a nominated Workforce Lead, Wellbeing Advisor and Staff Counsellor. This core team will work closely with directorate colleagues, teams within HR and Occupational Health, staff side and a range of external stakeholders to drive this agenda forward, shaping it based on employee input. The team will continue to monitor progress, providing assurance to the board via the Workforce & OD Strategy Delivery Group.

Staff-side and management buy in will be gained via the Partnership Forum development programme, OMT briefings and the relationships which exist within Directorate management teams. The team will measure outcomes via workforce metrics, feedback and evaluation.

SECTION TWO: WORKFORCE PROFILING

4.0 PROFILE OF OUR WORKFORCE

Headline percentages as at the 31st March 2018 relating to gender, age, BME, disability, LGBT, religion, and board membership.

As of the 31st March 2018, the trust employed 2,599 staff;

- 83.8% are female, 16.2% are male
- 0.2% are under 20 years old, 12.2% are 20-29, 21.22% are 30-39, 26.2% are 40-49, 30.3% are 50-59, 8.9% are 60-69 and 1.1% are 70 and above.
- 85.2% are White, 5.4% are Asian or Asian British, 0.8% Black or Black British, 0.4% are Mixed, 2.2% are Other and 6% are not stated
- 2.7% have disclosed that they are disabled, 63.3% have disclosed that they are not and 34.1% have selected 'Not Defined'
- 66.5% have disclosed that they are heterosexual with 0.5% as bisexual, 0.4% as gay, 0.3% as lesbian and 32.2% do not wish to disclose
- 49.1% have disclosed their religion as Christianity, with 8.3% as Atheism, 0.4% Buddhism, 0.9% Hinduism, 1.6% Islam, 0.04% Judaism, 0.1% Sikhism, 5.7% Other and 33.9% who do not wish to disclose

This position is broadly similar to the position reported on 31 March 2017

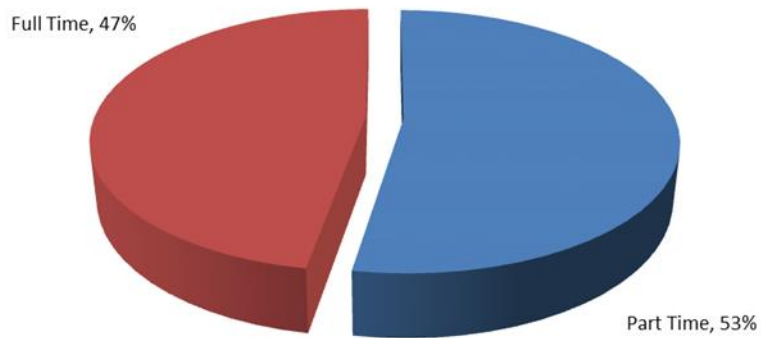
As of the 31st March 2018, there are 12 members of the Board;

- 41.7% are female, 58.3% are male
- 83.3% in the 50-59 age band and 16.7% in the 60-69 age band
- 83.3% are White and 16.7% have not stated their ethnic origin
- 50% have disclosed that they are not disabled and 50% have not declared
- 41.7% have disclosed that they are heterosexual and 58.3% do not wish to disclose
- 41.7% have disclosed their religion as Christianity and 58.3% do not wish to disclose

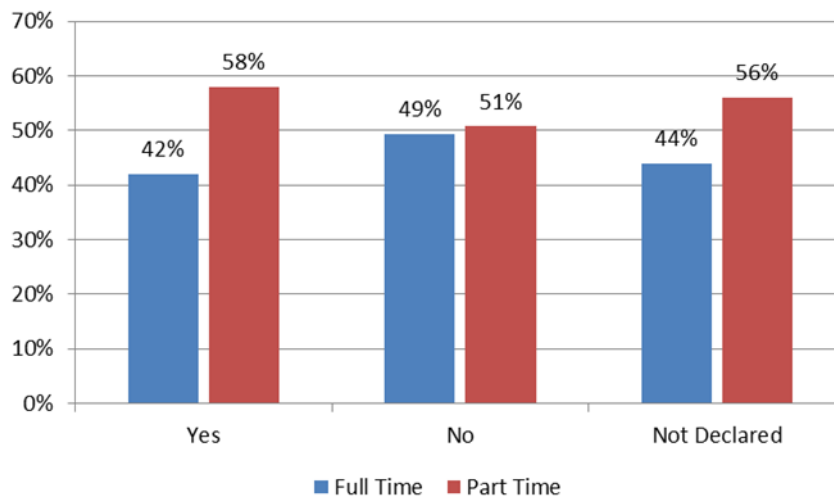
This position is broadly similar to the position reported on 31 March 2017 with the exception that one member of the board has left the trust, and replaced in April 2018.

5.0 WORKING PATTERNS

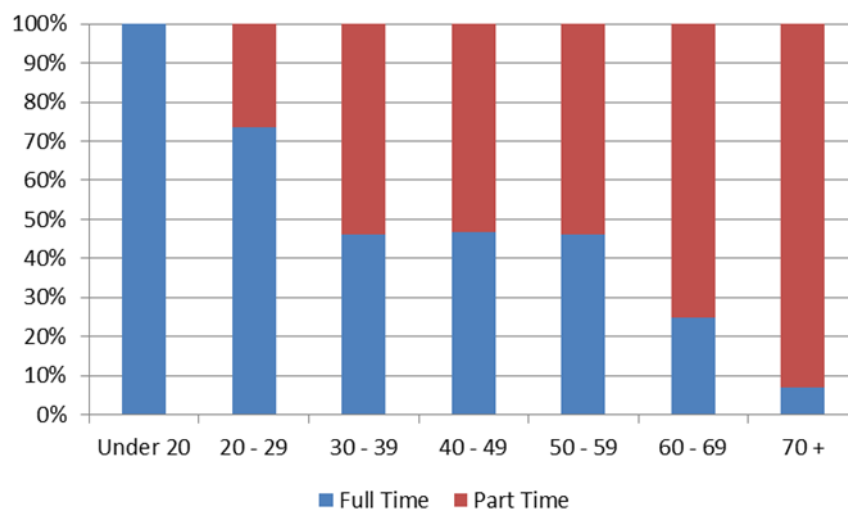
Trust Full & Part time profile – whole trust 17/18



Focusing on disability, of those who have declared a disability, 42% work full time and 58% work part time. Of those who have declared no, 49% work full time and 51% work part time and of those who have not declared, 44% work full time and 56% work part time.

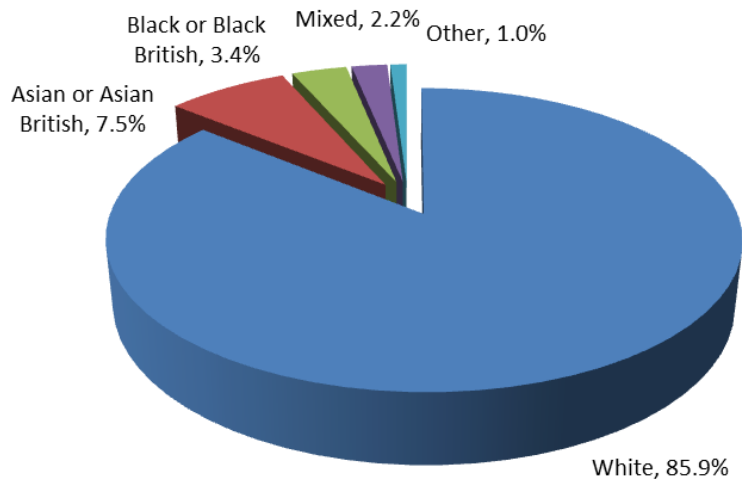


The following graph provides a summary of Full & Part Time working relating to Age Band

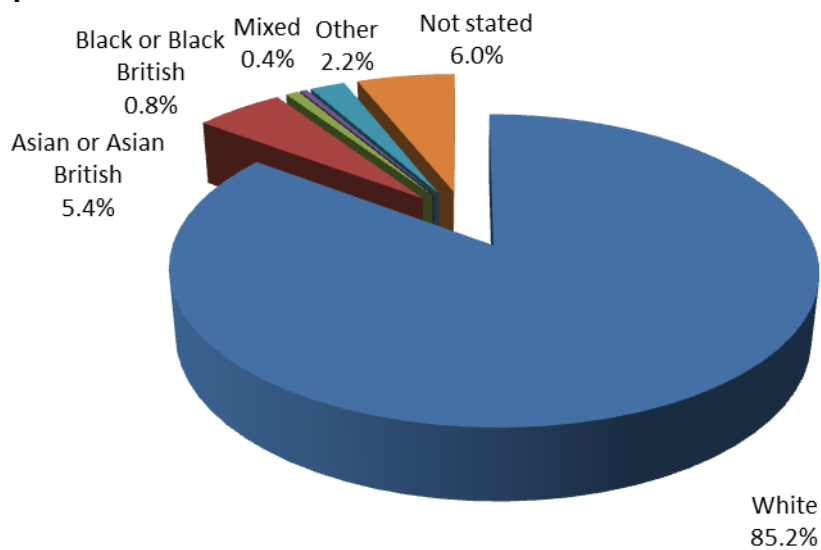


6.0 ETHNICITY AND THE WORKFORCE RACE EQUALITY STANDARD (WRES)

Summary of England & Wales Ethnicity profile (based on 2011 census for England & Wales)



Trust BME profile 17/18

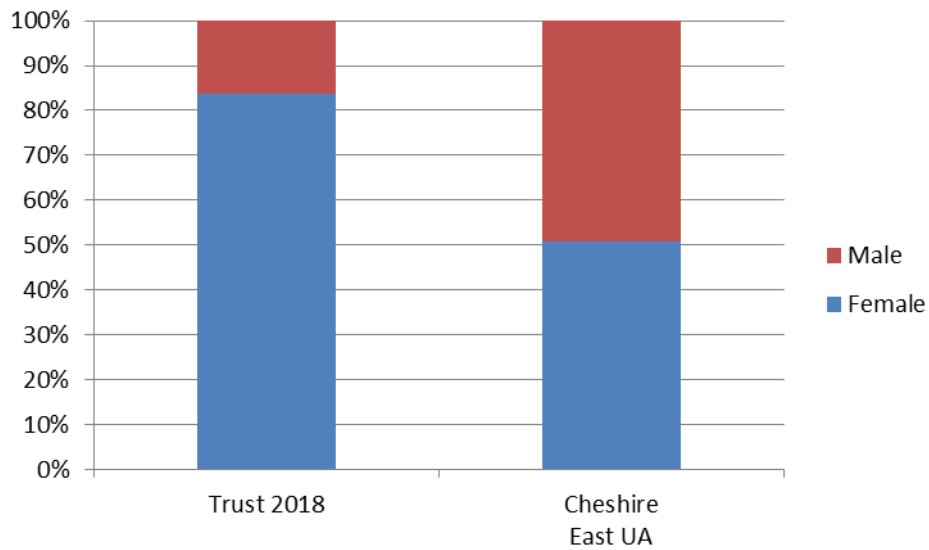


Trust BME profile; last 5 years

	2014	2015	2016	2017	2018
White	90.5%	90.4%	88.2%	86.4%	85.2%
Asian or Asian British	3.7%	3.6%	4.0%	5.0%	5.4%
Black or Black British	0.5%	0.6%	0.5%	0.5%	0.8%
Mixed	0.4%	0.6%	0.5%	0.4%	0.4%
Other	1.7%	1.8%	1.9%	2.2%	2.2%
Not stated	3.2%	3.1%	4.9%	5.5%	6.0%

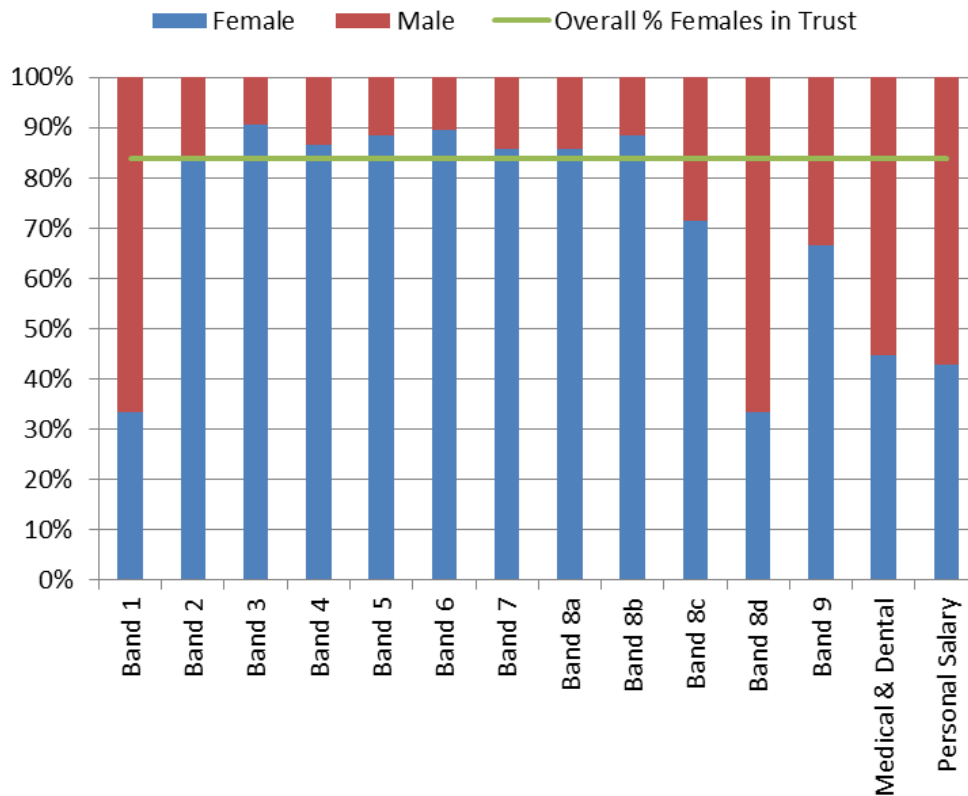
7.0 GENDER

Gender profile of Trust v local population (Local population comes from Cheshire East UA section of the 2011 Census of England & Wales)

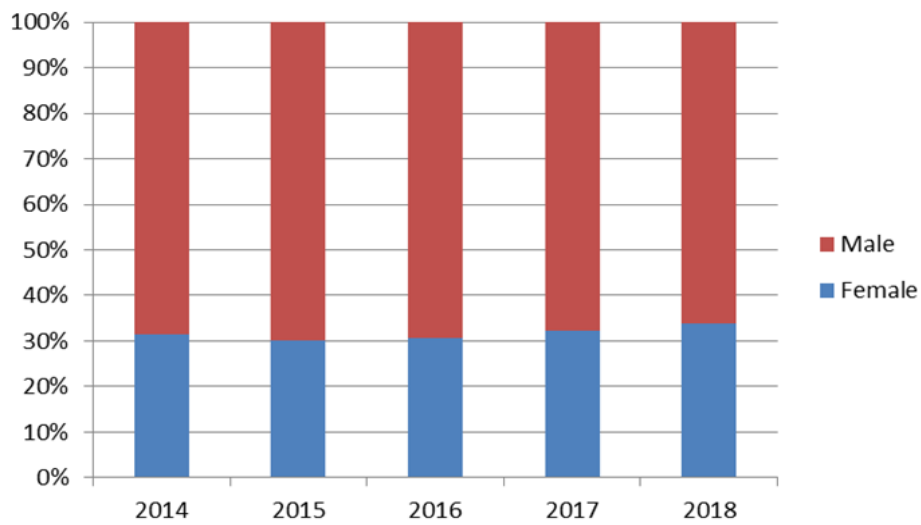


The NHS as a whole is 77% female and 23% male

Pay banding by Gender, based on % of female & Male in each band 17/18



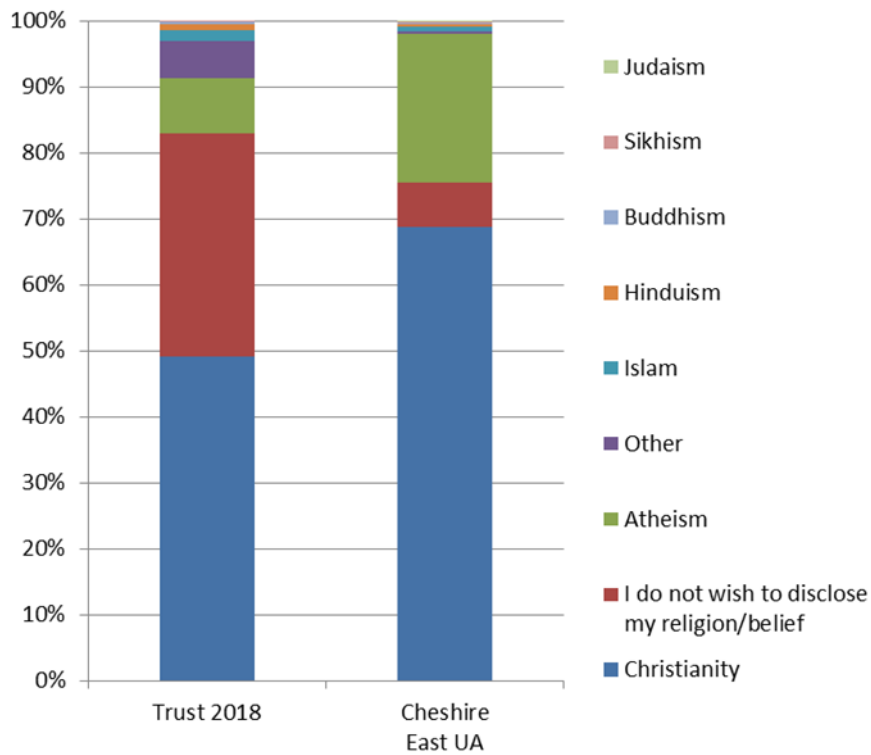
Consultant profile by Gender 2014 to 2018 (Based on Job Role of Consultant only)



8.0 RELIGION OR BELIEF

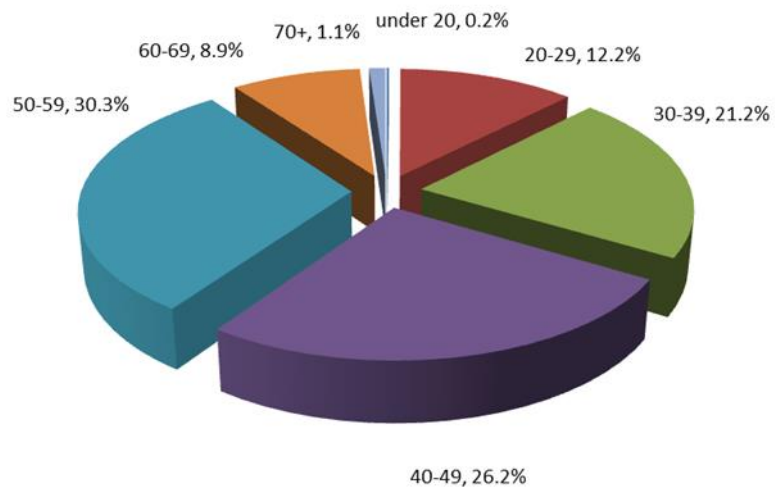
Religion / Belief profile of Trust v Local population (Local population comes from Cheshire East UA section of the 2011 Census of England & Wales)

Religion / Belief Profile of Trust v Local Population



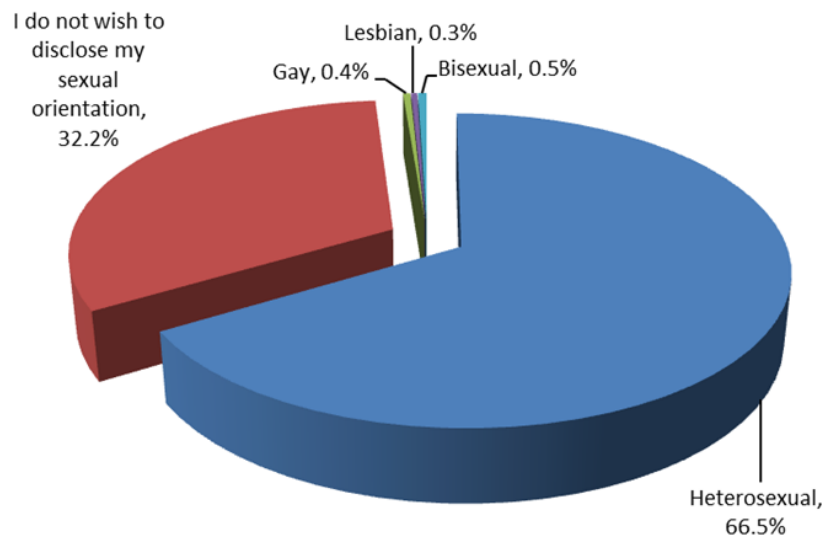
9.0 AGE

Trust age profile 2018



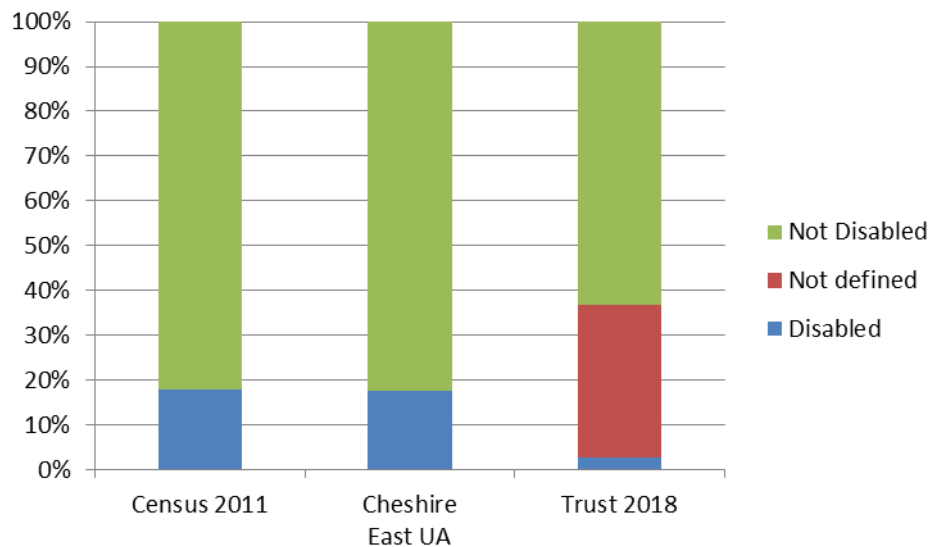
10.0 SEXUAL ORIENTATION

Trust Profile 2018



11.0 DISABILITY

Profile of England & Wales v Local v Trust

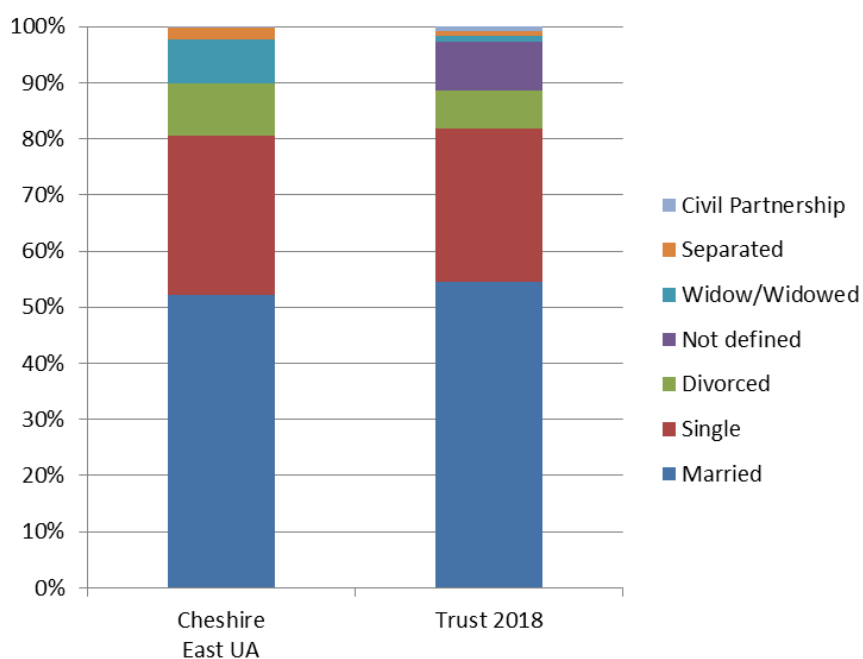


12.0 PREGNANCY & MATERNITY

As of the 31st March 2018 there are 44 members of staff on Maternity & Adoption leave, which is 2.02% of the female contracted headcount. Over the last 5 years (April 2013 to March 2018) 439 people have taken 515 episodes of Maternity & Adoption leave. As part of the focus on retention this year, work is underway to understand the attrition of staff following periods of maternity leave.

13.0 MARRIAGE & CIVIL PARTNERSHIPS

Local population v Trust profile 17/18



APPENDICES

A. Pay Banding by Ethnicity

AfC Bands	White	Asian	Black	Mixed	Other	Not Stated	Total
Band 1	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100%
Band 2	83.4%	3.4%	0.9%	0.4%	2.6%	9.3%	100%
Band 3	93.1%	1.8%	0.3%	0.3%	0.6%	3.9%	100%
Band 4	95.0%	0.0%	0.0%	0.0%	1.1%	3.9%	100%
Band 5	79.9%	6.1%	1.0%	1.2%	4.7%	7.1%	100%
Band 6	93.1%	1.8%	0.2%	0.2%	1.1%	3.5%	100%
Band 7	95.5%	1.6%	0.4%	0.0%	0.0%	2.4%	100%
Band 8a	94.1%	3.5%	0.0%	0.0%	1.2%	1.2%	100%
Band 8b	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100%
Band 8c	92.9%	0.0%	0.0%	0.0%	0.0%	7.1%	100%
Band 8d	66.7%	33.3%	0.0%	0.0%	0.0%	0.0%	100%
Band 9	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100%
Medical & Dental	46.1%	33.5%	3.9%	0.5%	3.9%	12.1%	100%
Personal Salary	85.7%	0.0%	0.0%	0.0%	0.0%	14.3%	100%
Proportion of Trust	85.2%	5.4%	0.8%	0.4%	2.2%	6.0%	100%

B. Disciplinary Investigations by Protected Characteristic

Gender	Total	%
Female	35	70%
Male	15	30%
Total	50	100%

Religion	Total	%
Atheism	3	6%
Buddhism		
Christianity	22	44%
Hinduism		
I do not wish to disclose my religion/belief	21	42%
Islam	2	4%
Jainism		
Judaism		
Other	2	4%
Sikhism		
Undefined		
Total	50	100%

Sexual Orientation	Total	%
Heterosexual	34	68%
I do not wish to disclose my sexual orientation	16	32%
Gay		
Lesbian		
Bisexual		
Other		
Total	50	100%

Ethnicity	Total	%
White	42	84%
Asian or Asian British	3	6%
Black or Black British		
Mixed	1	2%
Other	1	2%
Not stated	3	6%
Total	50	100%

Disabled	Total	%
Yes	1	2%
No	33	66%
Not Declared	16	32%
Total	50	100%

Age Range	Total	%
under 20		
20-29	9	18%
30-39	3	6%
40-49	17	34%
50-59	17	34%
60-69	4	8%
70+		
Total	50	100%

C. Grievances by Protected Characteristic

Gender	Total	%
Female	22	91.7%
Male	2	8.3%
Total	24	100%

Religion	Total	%
Atheism	1	4.2%
Buddhism		
Christianity	8	33.3%
Hinduism		
I do not wish to disclose my religion/belief	14	58.3%
Islam		
Jainism		
Judaism		
Other	1	4.2%
Sikhism		
Undefined		
Total	24	100%

Sexual Orientation	Total	%
Heterosexual	17	70.8%
I do not wish to disclose my sexual orientation	7	29.2%
Gay		
Lesbian		
Bisexual		
Other		
Total	24	100%

Ethnicity	Total	%
White	21	87.5%
Asian or Asian British		
Black or Black British		
Mixed		
Other		
Not stated	3	12.5%
Total	24	100%

Disabled	Total	%
Yes		
No	9	37.5%
Not Declared	15	62.5%
Total	24	100%

Age Range	Total	%
under 20		
20-29	1	4.2%
30-39	5	20.8%
40-49	7	29.2%
50-59	8	33.3%
60-69	3	12.5%
70+		
Total	24	100%

D. Promotions by Protected Characteristic

Gender	Total	%
Female	59	80.8%
Male	14	19.2%
Total	73	100%

Religion	Total	%
Atheism	8	11%
Buddhism		
Christianity	26	35.6%
Hinduism	3	4%
I do not wish to disclose my religion/belief	34	46.6%
Islam	1	1.4%
Jainism		
Judaism		
Other	1	1.4%
Sikhism		
Undefined		
Total	73	100%

Sexual Orientation	Total	%
Heterosexual	41	56.2%
I do not wish to disclose my sexual orientation	26	35.6%
Gay	2	2.7%
Lesbian	1	1.4%
Bisexual	3	4.1%
Other		
Total	73	100%

Ethnicity	Total	%
White	57	78.1%
Asian or Asian British	4	5.5%
Black or Black British		
Mixed		
Other	1	1.4%
Not stated	11	15.1%
Total	73	100%

Disabled	Total	%
Yes	1	1.4%
No	60	82.2%
Not Declared	12	16.4%
Total	73	100%

Age Range	Total	%
under 20		
20-29	25	34.2%
30-39	20	27.4%
40-49	13	17.8%
50-59	15	20.6%
60-69		
70+		
Total	73	100%

E. Summary – Disciplinary Investigations, Grievances & Promotions

Gender	Staff	Disciplinaries	Grievances	Promotions
Female	83.80%	70.00%	91.67%	80.82%
Male	16.20%	30.00%	8.33%	19.18%
Total	100.00%	100.00%	100.00%	100.00%

Religion	Staff	Disciplinaries	Grievances	Promotions
Atheism	8.27%	6.00%	4.17%	10.96%
Buddhism	0.38%			
Christianity	49.06%	44.00%	33.33%	35.62%
Hinduism	0.92%			4.11%
I do not wish to disclose	33.94%	42.00%	58.33%	46.58%
Islam	1.58%	4.00%		1.37%
Judaism	0.04%			
Other	5.69%	4.00%	4.17%	1.37%
Sikhism	0.12%			
Total	100.00%	100.00%	100.00%	100.00%

Sexual Orientation	Staff	Disciplinaries	Grievances	Promotions
Heterosexual	66.49%	68.00%	70.83%	56.16%
I do not wish to disclose	32.24%	32.00%	29.17%	35.62%
Gay	0.42%			2.74%
Lesbian	0.35%			1.37%
Bisexual	0.50%			4.11%
Total	100.00%	100.00%	100.00%	100.00%

Ethnicity	Staff	Disciplinaries	Grievances	Promotions
White	85.23%	84.00%	87.50%	78.08%
Asian or Asian British	5.39%	6.00%		5.48%
Black or Black British	0.81%			
Mixed	0.42%	2.00%		
Other	2.15%	2.00%		1.37%
Not stated	6.00%	6.00%	12.50%	15.07%
Total	100.00%	100.00%	100.00%	100.00%

Disabled	Staff	Disciplinaries	Grievances	Promotions
Yes	2.65%	2.00%		1.37%
No	63.26%	66.00%	37.50%	82.19%
Not Declared	34.09%	32.00%	62.50%	16.44%
Total	100.00%	100.00%	100.00%	100.00%

Age Range	Staff	Disciplinaries	Grievances	Promotions
under 20	0.15%			
20-29	12.20%	18.00%	4.17%	34.25%
30-39	21.16%	6.00%	20.83%	27.40%
40-49	26.16%	34.00%	29.17%	17.81%
50-59	30.28%	34.00%	33.33%	20.55%
60-69	8.93%	8.00%	12.50%	
70+	1.12%			
Total	100.00%	100.00%	100.00%	100.00%

F. Recruitment & Selection Activity

Gender	Applied	Shortlisted	Appointed
Female	72.00%	77.70%	78.80%
Male	27.70%	21.90%	20.30%
Not Disclosed	0.30%	0.40%	0.90%
Total	100.00%	100.00%	100.00%

Religion	Applied	Shortlisted	Appointed
Atheism	12.40%	14.80%	16.30%
Buddhism	1.20%	0.70%	0.00%
Christianity	49.90%	52.00%	48.80%
Hinduism	3.70%	2.50%	1.90%
Islam	11.90%	7.60%	4.00%
Jainism	0.10%	0.10%	0.00%
Judaism	0.10%	0.10%	0.00%
Sikhism	0.10%	0.20%	0.00%
Other	10.20%	10.10%	9.70%
Undisclosed	10.40%	11.90%	19.30%
Total	100.00%	100.00%	100.00%

Sexual Orientation	Applied	Shortlisted	Appointed
Heterosexual	89.70%	88.60%	81.40%
Gay	1.30%	1.50%	1.40%
Lesbian	0.50%	0.60%	1.00%
Bisexual	0.70%	0.60%	0.70%
Undisclosed	7.80%	8.70%	15.50%
Total	100.00%	100.00%	100.00%

Ethnicity	Applied	Shortlisted	Appointed
White	67.80%	75.10%	74.80%
Asian or Asian British	17.40%	12.40%	7.80%
Black or Black British	6.40%	3.80%	2.10%
Mixed	2.00%	1.80%	1.20%
Other	3.60%	2.70%	1.40%
Not defined	2.90%	4.20%	12.70%
Total	100.10%	100.00%	100.00%

Disabled	Applied	Shortlisted	Appointed
Yes	3.80%	4.40%	3.50%
No	94.90%	94.60%	95.70%
Not Declared	1.20%	1.10%	0.90%
Total	99.90%	100.10%	100.10%

Age Range	Applied	Shortlisted	Appointed
under 20	1.40%	1.40%	0.90%
20-29	34.80%	33.40%	32.10%
30-39	27.90%	26.20%	25.50%
40-49	18.80%	20.50%	20.70%
50-59	14.10%	15.30%	17.20%
60-69	2.80%	3.30%	3.30%
70+	0.10%	0.10%	0.30%
Undisclosed	0.10%	0.10%	0.00%
Total	100.00%	100.30%	100.00%

G. Appraisals by Protected Characteristic

	Appraised	Headcount	%
Trust Totals	1,826	2,114	86.38%
Gender	Appraised	Headcount	%
Female	1,519	1,769	85.87%
Male	307	345	88.99%
Total	1,826	2,114	86.38%
Religion	Appraised	Headcount	%
Atheism	156	175	89.14%
Buddhism	7	9	77.78%
Christianity	911	1,064	85.62%
Hinduism	16	16	100.00%
I do not wish to disclose my religion/belief	600	701	85.59%
Islam	27	29	93.10%
Judaism	1	1	100.00%
Other	105	116	90.52%
Sikhism	3	3	100.00%
Total	1,826	2,114	86.38%
Sexual Orientation	Appraised	Headcount	%
Heterosexual	1,236	1,419	87.10%
Gay	7	9	77.78%
Lesbian	5	5	100.00%
Bisexual	7	10	70.00%
I do not wish to disclose my sexual orientation	571	671	85.10%
Total	1,826	2,114	86.38%

Ethnicity	Appraised	Headcount	%
White	1,574	1,824	86.29%
Asian or Asian British	100	113	88.50%
Black or Black British	11	11	100.00%
Mixed	4	7	57.14%
Other	43	50	86.00%
Not stated	94	109	86.24%
Total	1,826	2,114	86.38%
Disabled	Appraised	Headcount	%
Yes	47	56	83.93%
No	1,166	1,337	87.21%
Not Declared	613	721	85.02%
Total	1,826	2,114	86.38%
Age Range	Appraised	Headcount	%
under 20	1	1	100.00%
20-29	171	198	86.36%
30-39	367	422	86.97%
40-49	508	584	86.99%
50-59	588	687	85.59%
60-69	168	195	86.15%
70+	23	27	85.19%
Total	1,826	2,114	86.38%

H. Reasons for Leaving by Protected Characteristic

Gender	Leaving Reason	Total
Female	Dismissal – Capability	6
	Dismissal – Conduct	2
	Dismissal - Some Other Substantial Reason	1
	Employee Transfer	48
	End of Fixed Term Contract	11
	End of Fixed Term Contract - Completion of Training Scheme	2
	End of Fixed Term Contract - Other	2
	Flexi Retirement	38
	Redundancy - Voluntary	1
	Retirement - Ill Health	1
	Retirement Age	34
	Voluntary Early Retirement - no Actuarial Reduction	4
	Voluntary Resignation - Adult Dependants	1
	Voluntary Resignation - Better Reward Package	11
	Voluntary Resignation - Child Dependants	3
	Voluntary Resignation - Health	4
	Voluntary Resignation - Lack of Opportunities	1
	Voluntary Resignation - Other/Not Known	77
	Voluntary Resignation - Promotion	12
	Voluntary Resignation - Relocation	29
Voluntary Resignation - To undertake further education or training	4	
Voluntary Resignation - Work Life Balance	31	
Female Total		323
Male	Death in Service	1
	Dismissal - Capability	1
	Dismissal - Conduct	1
	Employee Transfer	2
	End of Fixed Term Contract	7
	End of Fixed Term Contract - Completion of Training Scheme	2
	Flexi Retirement	4
	Retirement Age	5
	Voluntary Resignation - Better Reward Package	2
	Voluntary Resignation - Health	1
	Voluntary Resignation - Other/Not Known	12
	Voluntary Resignation - Promotion	4
	Voluntary Resignation - Relocation	11
	Voluntary Resignation - To undertake further education or training	1
Voluntary Resignation - Work Life Balance	6	
Male Total		60
Total		383

Religion	Leaving Reason	Total
Atheism	Dismissal – Capability	1
	Employee Transfer	2
	End of Fixed Term Contract - Completion of Training Scheme	2
	Retirement Age	2
	Voluntary Resignation - Other/Not Known	6
	Voluntary Resignation - Promotion	2
	Voluntary Resignation - Relocation	1
	Voluntary Resignation - Work Life Balance	1
Atheism Total		17
Buddhism	End of Fixed Term Contract	1
Buddhism Total		1
Christianity	Death in Service	1
	Dismissal – Capability	3
	Dismissal – Conduct	2
	Employee Transfer	25
	End of Fixed Term Contract	6
	Flexi Retirement	20
	Retirement - Ill Health	1
	Retirement Age	17
	Voluntary Early Retirement - no Actuarial Reduction	2
	Voluntary Resignation - Better Reward Package	11
	Voluntary Resignation - Child Dependants	3
	Voluntary Resignation - Health	4
	Voluntary Resignation - Lack of Opportunities	1
	Voluntary Resignation - Other/Not Known	44
	Voluntary Resignation - Promotion	6
	Voluntary Resignation - Relocation	18
Voluntary Resignation - To undertake further education or training	3	
Voluntary Resignation - Work Life Balance	20	
Christianity Total		187
Hinduism	Voluntary Resignation - Other/Not Known	1
	Voluntary Resignation - Relocation	1
Hinduism Total		2
I do not wish to disclose my religion/belief	Dismissal – Capability	2
	Dismissal – Conduct	1
	Dismissal - Some Other Substantial Reason	1
	Employee Transfer	22
	End of Fixed Term Contract	11
	End of Fixed Term Contract - Completion of Training Scheme	2
	End of Fixed Term Contract - Other	2
	Flexi Retirement	20
	Redundancy – Voluntary	1
	Retirement Age	19

	Voluntary Early Retirement - no Actuarial Reduction	2
	Voluntary Resignation - Adult Dependants	1
	Voluntary Resignation - Better Reward Package	2
	Voluntary Resignation - Other/Not Known	30
	Voluntary Resignation – Promotion	6
	Voluntary Resignation – Relocation	17
	Voluntary Resignation - To undertake further education or training	1
	Voluntary Resignation - Work Life Balance	14
I do not wish to disclose my religion/belief Total		154
Islam	Voluntary Resignation – Health	1
	Voluntary Resignation - Other/Not Known	3
	Voluntary Resignation - Promotion	1
	Voluntary Resignation - Relocation	2
	Voluntary Resignation - Work Life Balance	2
Islam Total		9
Other	Dismissal – Capability	1
	Employee Transfer	1
	Flexi Retirement	2
	Retirement Age	1
	Voluntary Resignation - Other/Not Known	5
	Voluntary Resignation - Promotion	1
	Voluntary Resignation - Relocation	1
	Voluntary Resignation - To undertake further education or training	1
Other Total		13
Trust Total		383

Sexual Orientation	Leaving Reason	Total
Heterosexual	Death in Service	1
	Dismissal – Capability	5
	Dismissal – Conduct	2
	Employee Transfer	29
	End of Fixed Term Contract	8
	End of Fixed Term Contract - Completion of Training Scheme	2
	Flexi Retirement	22
	Redundancy – Voluntary	1
	Retirement - Ill Health	1
	Retirement Age	24
	Voluntary Early Retirement - no Actuarial Reduction	3
	Voluntary Resignation - Better Reward Package	12
	Voluntary Resignation - Child Dependants	3
	Voluntary Resignation - Health	4
	Voluntary Resignation - Lack of Opportunities	1
	Voluntary Resignation - Other/Not Known	59
	Voluntary Resignation - Promotion	13

	Voluntary Resignation - Relocation	25
	Voluntary Resignation - To undertake further education or training	4
	Voluntary Resignation - Work Life Balance	25
Heterosexual Total		244
Gay	Voluntary Resignation - Work Life Balance	1
Gay Total		1
I do not wish to disclose my sexual orientation	Dismissal – Capability	2
	Dismissal – Conduct	1
	Dismissal - Some Other Substantial Reason	1
	Employee Transfer	21
	End of Fixed Term Contract	10
	End of Fixed Term Contract - Completion of Training Scheme	2
	End of Fixed Term Contract - Other	2
	Flexi Retirement	20
	Retirement Age	15
	Voluntary Early Retirement - no Actuarial Reduction	1
	Voluntary Resignation - Adult Dependants	1
	Voluntary Resignation - Better Reward Package	1
	Voluntary Resignation - Health	1
	Voluntary Resignation - Other/Not Known	30
	Voluntary Resignation - Promotion	3
	Voluntary Resignation - Relocation	15
	Voluntary Resignation - To undertake further education or training	1
Voluntary Resignation - Work Life Balance	11	
I do not wish to disclose my sexual orientation total		138
Trust Total		383

Ethnicity	Leaving Reason	Total
White	Death in Service	1
	Dismissal - Capability	7
	Dismissal - Conduct	3
	Employee Transfer	47
	End of Fixed Term Contract	6
	End of Fixed Term Contract - Completion of Training Scheme	3
	End of Fixed Term Contract - Other	1
	Flexi Retirement	41
	Redundancy - Voluntary	1
	Retirement - Ill Health	1
	Retirement Age	37
	Voluntary Early Retirement - no Actuarial Reduction	4
	Voluntary Resignation - Adult Dependants	1
	Voluntary Resignation - Better Reward Package	13
	Voluntary Resignation - Child Dependants	3
	Voluntary Resignation - Health	3

	Voluntary Resignation - Other/Not Known	77
	Voluntary Resignation – Promotion	15
	Voluntary Resignation – Relocation	30
	Voluntary Resignation - To undertake further education or training	4
	Voluntary Resignation - Work Life Balance	32
White Total		330
Asian or Asian British	End of Fixed Term Contract	3
	Retirement Age	1
	Voluntary Resignation - Other/Not Known	4
	Voluntary Resignation - Relocation	3
	Voluntary Resignation - Work Life Balance	2
Asian or Asian British Total		13
Black or Black British	Employee Transfer	1
	End of Fixed Term Contract	1
	Voluntary Resignation - Lack of Opportunities	1
	Voluntary Resignation - Other/Not Known	2
Black or Black British Total		5
Mixed	Voluntary Resignation - Other/Not Known	2
Mixed Total		2
Other	Employee Transfer	1
	Voluntary Resignation - Health	1
	Voluntary Resignation - Promotion	1
	Voluntary Resignation - Relocation	2
Other Total		5
Not Stated	Dismissal - Some Other Substantial Reason	1
	Employee Transfer	1
	End of Fixed Term Contract	8
	End of Fixed Term Contract - Completion of Training Scheme	1
	End of Fixed Term Contract - Other	1
	Retirement Age	1
	Flexi Retirement	1
	Voluntary Resignation - Health	1
	Voluntary Resignation - Other/Not Known	4
	Voluntary Resignation - Relocation	5
	Voluntary Resignation - To undertake further education or training	1
	Voluntary Resignation - Work Life Balance	3
Not Stated Total		28
Trust Total		383

Disabled	Leaving Reason	Total
Yes	Dismissal - Capability	1
	Flexi Retirement	2
	Retirement Age	2
	Voluntary Resignation - Better Reward Package	1

	Voluntary Resignation - Work Life Balance	1
Yes Total		7
No	Death in Service	1
	Dismissal - Capability	4
	Dismissal - Conduct	3
	Dismissal - Some Other Substantial Reason	1
	Employee Transfer	30
	End of Fixed Term Contract	14
	End of Fixed Term Contract - Completion of Training Scheme	3
	End of Fixed Term Contract - Other	1
	Flexi Retirement	22
	Redundancy - Voluntary	1
	Retirement Age	20
	Voluntary Early Retirement - no Actuarial Reduction	3
	Voluntary Resignation - Better Reward Package	9
	Voluntary Resignation - Child Dependants	3
	Voluntary Resignation - Health	4
	Voluntary Resignation - Lack of Opportunities	1
	Voluntary Resignation - Other/Not Known	59
	Voluntary Resignation - Promotion	12
	Voluntary Resignation - Relocation	24
	Voluntary Resignation - To undertake further education or training	4
Voluntary Resignation - Work Life Balance	21	
No Total		240
Not Declared	Dismissal - Capability	2
	Employee Transfer	20
	End of Fixed Term Contract	4
	End of Fixed Term Contract - Completion of Training Scheme	1
	End of Fixed Term Contract - Other	1
	Flexi Retirement	18
	Retirement - Ill Health	1
	Retirement Age	17
	Voluntary Early Retirement - no Actuarial Reduction	1
	Voluntary Resignation - Adult Dependants	1
	Voluntary Resignation - Better Reward Package	3
	Voluntary Resignation - Health	1
	Voluntary Resignation - Other/Not Known	30
	Voluntary Resignation - Promotion	4
	Voluntary Resignation - Relocation	16
	Voluntary Resignation - To undertake further education or training	1
Voluntary Resignation - Work Life Balance	15	
Not Declared Total		136
Trust Total		383

Age Range	Leaving Reason	Total
under 20	Voluntary Resignation - Relocation	1
Under 20 Total		1
20-29	Dismissal – Capability	1
	Dismissal - Some Other Substantial Reason	1
	Employee Transfer	1
	End of Fixed Term Contract	9
	End of Fixed Term Contract - Completion of Training Scheme	4
	Voluntary Resignation - Better Reward Package	4
	Voluntary Resignation - Lack of Opportunities	1
	Voluntary Resignation - Other/Not Known	14
	Voluntary Resignation - Promotion	7
	Voluntary Resignation - Relocation	13
	Voluntary Resignation - To undertake further education or training	1
Voluntary Resignation - Work Life Balance	2	
20-29 Total		58
30-39	Dismissal – Capability	1
	Employee Transfer	10
	End of Fixed Term Contract	2
	End of Fixed Term Contract - Other	1
	Voluntary Resignation - Better Reward Package	3
	Voluntary Resignation - Child Dependants	2
	Voluntary Resignation - Health	1
	Voluntary Resignation - Other/Not Known	20
	Voluntary Resignation - Promotion	2
	Voluntary Resignation - Relocation	13
	Voluntary Resignation - To undertake further education or training	2
Voluntary Resignation - Work Life Balance	6	
30-39 Total		63
40-49	Dismissal – Capability	1
	Dismissal – Conduct	1
	Employee Transfer	12
	End of Fixed Term Contract	3
	Voluntary Resignation - Better Reward Package	4
	Voluntary Resignation - Child Dependants	1
	Voluntary Resignation - Other/Not Known	25
	Voluntary Resignation - Promotion	4
	Voluntary Resignation - Relocation	6
	Voluntary Resignation - To undertake further education or training	1
	Voluntary Resignation - Work Life Balance	15
40-49 Total		73
50-59	Dismissal - Capability	4
	Dismissal - Conduct	2
	Employee Transfer	21

	End of Fixed Term Contract	4
	End of Fixed Term Contract - Other	1
	Flexi Retirement	23
	Redundancy – Voluntary	1
	Retirement Age	11
	Voluntary Early Retirement - no Actuarial Reduction	4
	Voluntary Resignation - Adult Dependants	1
	Voluntary Resignation - Better Reward Package	1
	Voluntary Resignation - Health	2
	Voluntary Resignation - Other/Not Known	25
	Voluntary Resignation - Promotion	1
	Voluntary Resignation - Relocation	6
	Voluntary Resignation - To undertake further education or training	1
	Voluntary Resignation - Work Life Balance	12
50-59 Total		120
60-69	Death in Service	1
	Employee Transfer	6
	Flexi Retirement	18
	Retirement - Ill Health	1
	Retirement Age	23
	Voluntary Resignation - Better Reward Package	1
	Voluntary Resignation - Health	1
	Voluntary Resignation - Other/Not Known	5
	Voluntary Resignation - Promotion	2
	Voluntary Resignation - Relocation	1
	Voluntary Resignation - Work Life Balance	2
60-69 Total		61
70+	Flexi Retirement	1
	Retirement Age	5
	Voluntary Resignation - Health	1
70+ Total		7
Trust Total		383