

Workforce Equality and Diversity



Monitoring
Report
2011-2012

University Hospitals of Leicester **NHS**
NHS Trust

Caring at its best

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Foreword / Introduction Kate Bradley – The Director of Human Resources

Welcome to the April 2011- December 2012 annual Workforce Report.

The Equality Act gives the UK a single Act of Parliament, requiring equal treatment in access to employment as well as private and public services, regardless of age, disability, gender reassignment, marriage or civil partnership, maternity or pregnancy, race, religion or belief, sex and sexual orientation. The Equality Act aims to simplify the law by bringing together several pieces of anti-discrimination legislation with an aim to:

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity between different groups
- foster good relations between different groups






We use the Equality Delivery system an equality framework developed by the Department of Health 2011. The four broad aspirations for the equality programme of work are as follows:

- To enable better health outcomes for all
- To deliver improved access and experience for our patients and staff
- To have an empowered ,engaged and well supported staff
- To have inclusive leadership at all levels in the Trust

Transition and reform are the overriding themes which underpin this year’s business plans as the NHS is required to release up to £20 billion of efficiency savings by 2014, whilst demand on NHS services will continue to increase as the population grows and ages.

There has never been a more important time to ensure that during these difficult times we not only attract and retain the right talent to continue to deliver high-quality patient care but that we do that fairly and whilst we may not be able to dramatically increase our representation we should be aiming to maintain our current position.

We therefore need to make sure that our transformation plans are fair transparent and open and that we remain true to the Trusts values.

1. We treat people how we would like to be treated	
2. We do what we say we are going to do	
3. We focus on what matters most	
4. We are one team and we are best when we work together	
5. We are passionate and creative in our work	

Executive Summary

The Workforce monitoring report has been presented in a slightly different way for 2012 as to comply with our Legal Duty we need to publish the data against the nine protected characteristics that are:

- Disability
- Sex
- Race
- Age
- Sexual Orientation
- Religion or Belief
- Marriage and Civil Partnerships
- Pregnancy and Maternity
- Gender Reassignment

Currently we only routinely collect staff data on disability, religion and belief, sex, and sexual orientation. We are awaiting Government confirmation as to whether we will be expected to extend our data collection to all of the nine characteristics in the future.

We are required as part of the Public Sector Equality Duty to have collected, analysed and published our workforce data by:

- Overall workforce profile
- Pay
- Recruitment
- Staff leaving
- Disciplinary and grievance
- Training.

Key Headlines

- Overall our workforce profile remains unchanged from 2011 despite a reduction in overall staff numbers.
- Representation at a senior level remains our biggest challenge
- Male staff and non medical staff from a Black and Minority Ethnic (BME) background fair worse at recruitment.
- In areas of disability, sexual orientation and religion/belief there remain high levels of 'unknown' status making it difficult to draw any concrete conclusions.
- Over the age of 40 you fair well from application to short listing, this position is reversed at appointment.

Limitations of the data

Whilst staff data has been available for many years there are still limitations to its use because:

- It isn't currently being collected in all areas.
- There is some inconsistency in reporting between areas.
- There is a lack of available data around disciplinary and grievance, this will be corrected for next years report.
- Without the e-UHL training data it is hard to draw any concrete conclusions around training. The current software is unable to report on equality.

2011 Leicestershire Census Headlines

Population Numbers

- The total population of Leicester City is now recorded as 329,900 compared with 282,800 in 2001. This shows an increase by 47,100 or 17%.
- The population of Leicestershire is now recorded as 650,500. This represents an increase of 6.7% compared with 2001 data.

Race

- 45% of the city's residents describe themselves as White British compared with 61% in the 2001 Census.
- After White British, the city's 93,335 Asian or British Asian Indians make up the next largest ethnic group in Leicester, accounting for 28% of the population.
- The data shows that 66% of the city's residents are now recorded as being born in the UK (compared with 84% nationally).

Country of Birth

- 92,983 people were born in other countries. This represents 28% of the population and is significantly higher than the national average of 9%.
- 15,927 people living in Leicester were born in other EU countries, this represents 5% of the city's population. 10% were born in Africa (this includes East African Gujarati residents) and 17% are recorded as born in the Middle East and Asia.

Language

- In 70% of city households every occupant speaks English as their main language. The national average is 91%.
- 18% of households currently have nobody who speaks English as a main language.

Religion

- Christian and 23% stated they had no religion. 19% of the city population is Muslim, with 15% Hindu, 4% Sikh, 0.4% Buddhist and 0.1% Jewish.

Age

- 11% of the total city population is over 65 compared with 27% in the County.

Disability – Information not available

Sexual Orientation – Information not available

Marital Status – Information not available

Civil Partnership – Information not available

Section 1 – Disability

We know from the Office of National Statistics that 19% of people of working age have a disability but only about half of these are in work (approx 8.5%).

Although within the organisation we have seen an increase in staff declaring whether they have a disability there remains a large proportion of staff for which we do not have any declared status, which is consistent with other similar organisations.

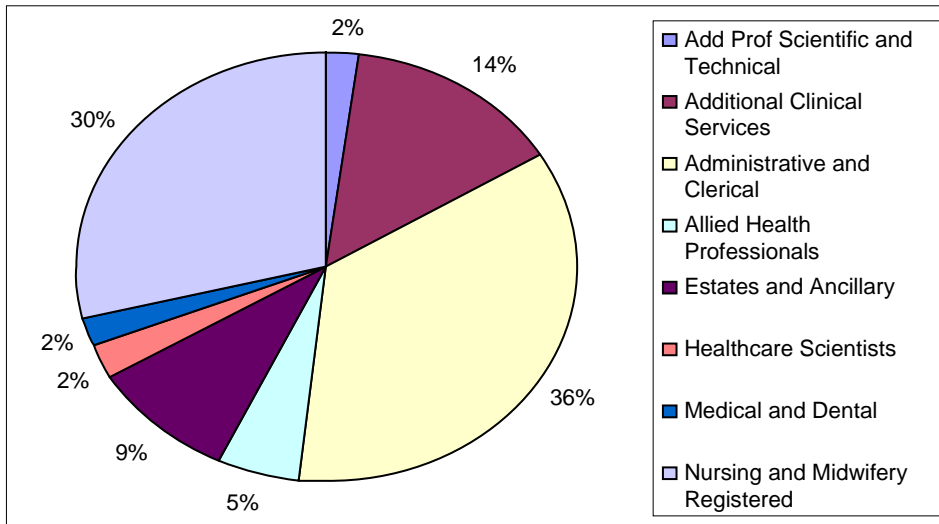
1.1 Disability profile of staff in post.

Year ending	2012	2011	% of change
No	51.6%	37.8%	+13.8%
Yes	1.9% **	0.8%	+1.1%
Choose not to declared	0.7%	0.6%	+0.13
Unknown	47%	39.2%	

**1.9% represents 128 staff

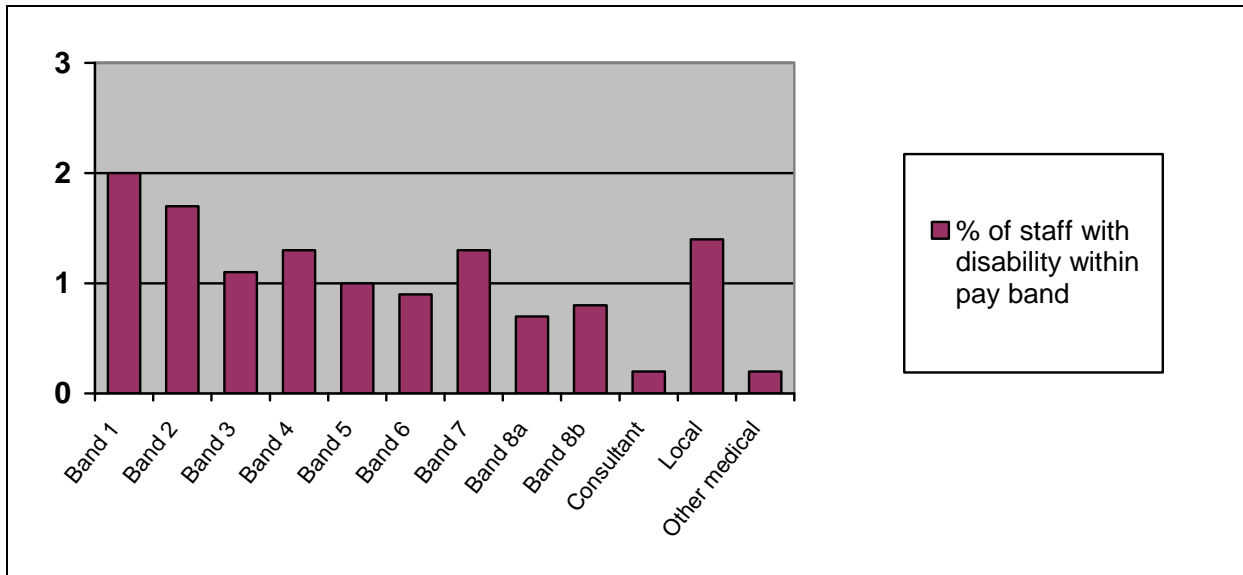
1.9% of our staff declare themselves to be disabled which shows that we fall below the projected national average of staff working with a disability. However given 47% of the workforce disability status is unknown we are unable to draw any meaningful conclusions from this data in relation to representation.

Percentage of disabled staff in each staff group.



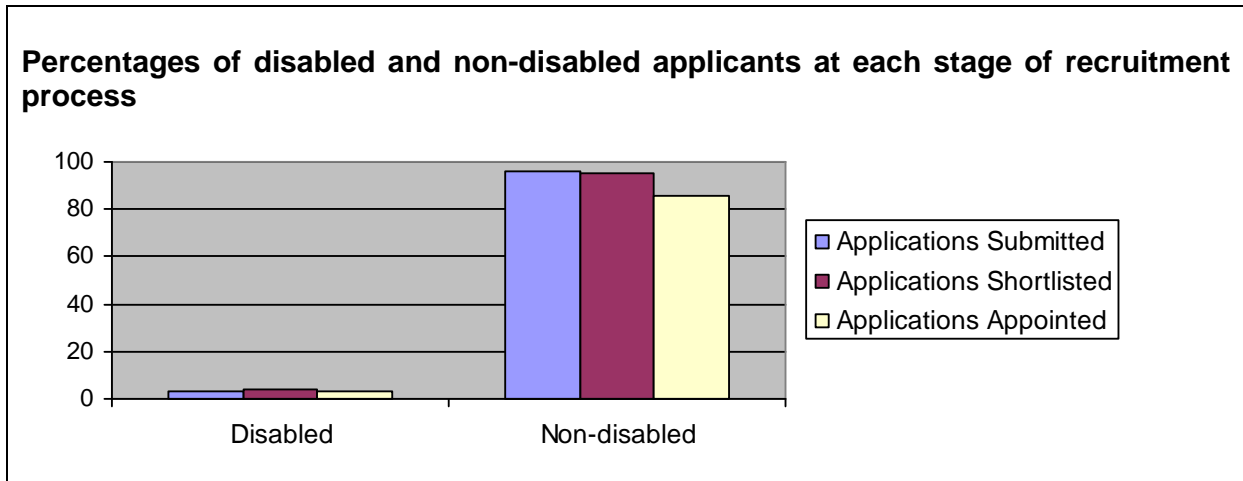
This data shows that all staff groups have members of staff with a disability. The highest percentages are found in Administrative/Clerical and Nursing/ Midwifery which reflect our two largest staff groups.

1.2 Disability and Pay



At senior levels there is low representation of disabled staff with none recorded in bands 8c or band 9. All other pay bands have disabled staff recorded and are broadly representative when considered in light of the proportion of staff in each pay band.

1.3 Disability Profile at Recruitment



The Trust is signed up to the “two ticks” and Mindful Employer schemes which guarantee disabled people an interview if they meet the minimum criteria for the job vacancy. The trend in the data suggests that individuals with a disability are not unfairly discriminated against within the application process. However only 3% of all of our applicants declared themselves as disabled, this figure is less than that seen in a neighbouring Acute Trust.

1.4 Disability of Staff Leaving

12 staff members who have left the Trust define themselves as disabled. This equates to 1% of the total turnover suggesting that disabled people are not over represented in the number of people leaving the Trust.

1.5 Disciplinary and Grievance

No data available.

1.6 Disability and Access to Training

Courses			
	Yes	No	Undefined
Leadership Courses	0	51	39
Day/short courses	8	356	269
Qualification Credit Framework (QCF)	-	-	Not recorded
Apprentices	2 (2.7%)	70	0

No individuals who declared themselves as disabled have attended a leadership course; this is a possible reflection of the small numbers of disabled staff at a senior level. Of the number of staff members attending day courses disabled staff are proportionally representative.

2.7% of apprentices in training have declared a disability although this is above our staff average it falls below the estimated figures of individuals with a disability who are of working age.

Summary

Although we have increased the number of staff who have declared a disability there is still a large percentage that remain undefined making it difficult to draw any firm conclusions from the data.

There appears to be no discrimination during the application process and there are disabled staff members in all staff groups and across most pay bands. There is however under representation at senior level which is also reflected in the number of disabled staff undertaking leadership courses.

The number of UHL staff who declared their disability status is however significantly higher than neighbouring acute Trusts.

Key actions

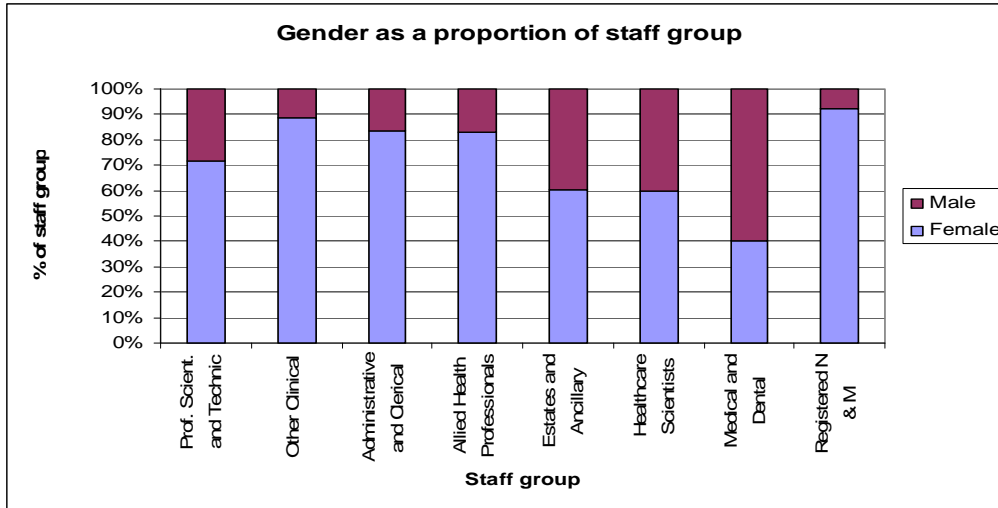
- To encourage staff to declare their disability status.
- To deep dive into the staff groups recording a low percentage of staff with a disability to ensure no indirect discrimination.
- To continue to positively develop support for staff with disabilities to become an employer of choice.
- Evaluate the Disability Advisor role that has recently been established.
- Collect disability data for disciplinaries and grievances .

Section 2 – Sex (formally referred to as gender)

Under the Equality Act (2010) the term “sex” has replaced gender.

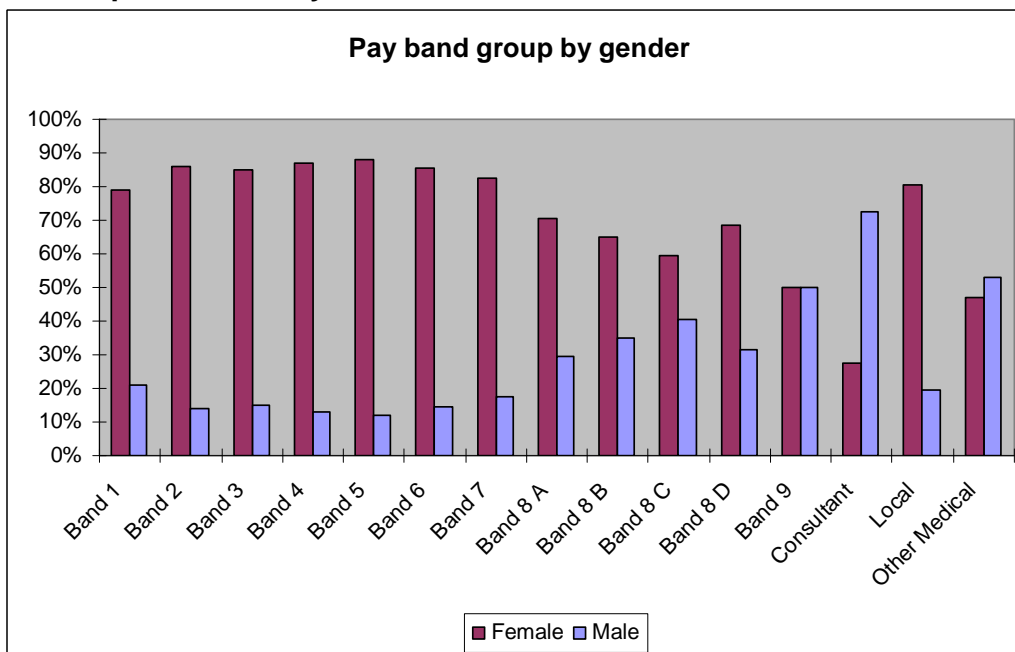
2.1 Sex profile of staff in post.

	2012	2011	% of change
Female	78.5%	78.5%	0
Male	21.5%	21.5%	0



There has been no overall change in sex makeup of staff in the organisation and the percentage within each staff group also remains stable. Female staff are dominant in all staff groups except Medical and Dental where 60% of staff are male.

2.2 Sex profile and Pay

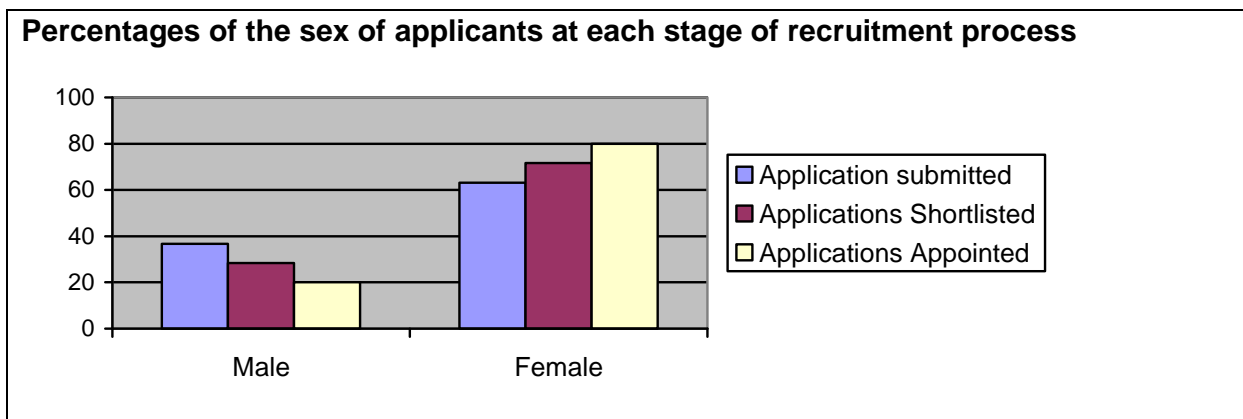


"Local" pay bands include staff on the previous Trust pay scales, apprentices and senior management.

The data demonstrates an overall trend of decreasing female staff representation and increasing male representation as a proportion as the pay band increases. The data is largely unchanged from last year except at band 9, where the staff makeup was mostly female; we now have a 50% male / female split.

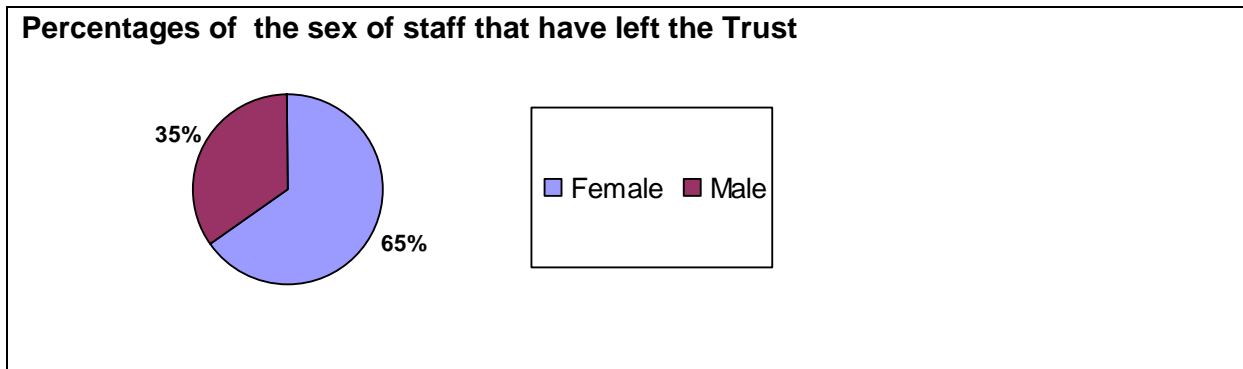
78% of consultant medical staff are male and remains unaltered from last year. Although we know that the proportions of males and females entering medical school are now more equitable this is not yet reflected at consultant level. National evidence suggest that this maybe due to female staff taking career breaks and also looking for positions with flexible working arrangements.

2.3 Sex Profile at Recruitment



At the beginning of the process 38% of applicants are male and 62% are female, which is higher than representative of our workforce. The trend in the data however suggests that females are more successful through the recruitment process with percentage increases from application to appointment the reverse is seen in male staff

2.4 Sex of Staff Leaving



The data suggests that a higher than expected number of male staff left the Trust. An initial investigation suggests that we have a greater number of male staff who have left due to the end of fixed term contracts, some of which will include medical staff in training.

2.5 Sex Profile and Disciplinary and Grievance

Disciplinary Outcome Data.

	Total cases	Female		Male	
Informal	79	59	75%	20	25%
Formal	92	65	71%	27	29%
No Outcome	7	4	57%	3	43%
No case to answer	12	4	33%	8	67%
Resigned pending outcome	13	10	77%	3	23%

There have been a total of 203 disciplinary cases within the last twelve months which is a significant increase on the previous year. The proportion of males is slightly higher than in the general workforce breakdown by sex.

Grievance Outcome Data

	Total cases	Female		Male	
Upheld	1	1	100%	0	0
Not upheld	11	8	73%	3	27%
Partially upheld	7	7	100%	0	0
No outcome	1	1	100%	0	0

There have been 20 grievances brought in the last 12 months this is less than the previous year.

2.6 Sex Profile and Access to Training

Courses	Sex			
	Male		Female	
Leadership	48	33%	99	66%
Day courses	121	20%	512	80%
QCF	16	17%	79	83%
Apprentices	18	25%	54	75%

We only have face to face training data included at present as e-learning is not broken down by protected group.

The balance of sexes attending leadership training is reflective of the proportions of gender at senior levels, however male attendance is higher than the proportion of men in the total workforce. Our apprentice data broadly reflects national trends.

Summary

The sex makeup of our workforce has remained consistent in the last twelve months and is reflective of representation in both neighbouring trusts and the NHS as a whole. By

proportion female staff are under represented at senior levels and most notable at Consultant level. It appears female staff are more successful through the recruitment process, whilst a higher than expected numbers of male staff are leaving the Trust.

Key Actions

- To look at why female staff appear to be more successful at interview.
- To further investigate the nature of the fixed term contracts which see a higher proportion of male staff leaving the Trust.
- Investigate how widely flexible working options are accessed at consultant level.
- To ensure that our recruitment campaigns where ever possible aim to attract both sexes to all positions.

Section 3 – Race

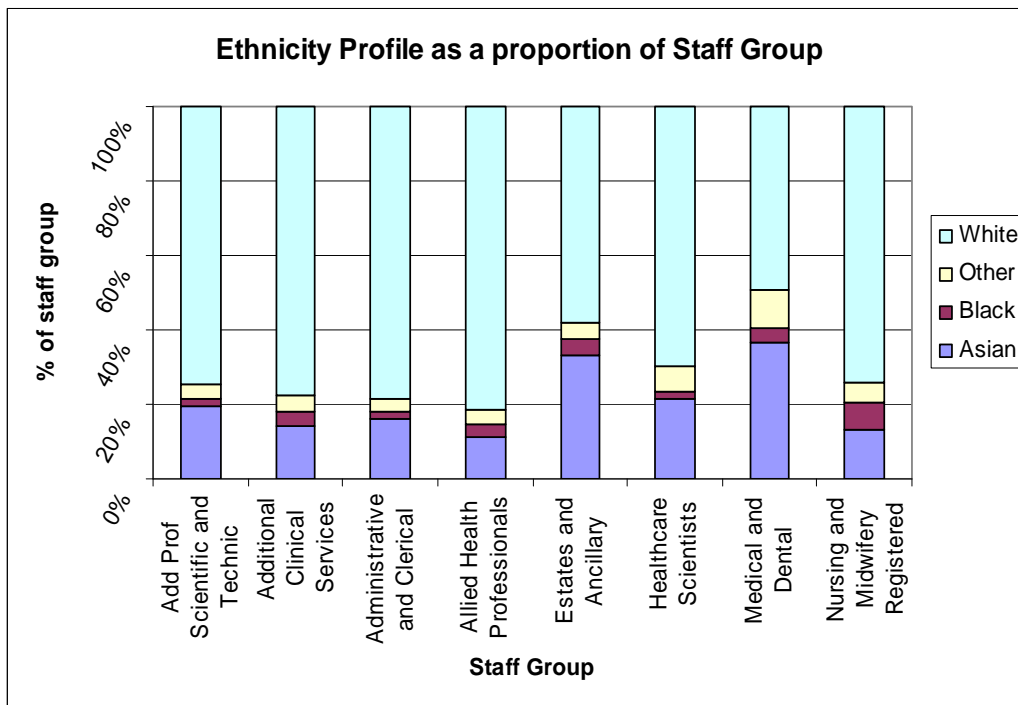
The race of Leicester City is significantly different to that of Leicestershire with much higher BME representation being in the City.

The table below provides the percentages for the race makeup across both areas based on the 2001 census data**. The data for race from the 2011 census is not yet available but it is anticipated that its will demonstrate an increase in individuals from a black, minority and ethnic (BME) background.

3.1 Race Profile of Staff in Post.

	2012	2011	Percentage of change	Race of Leicester /Leicestershire population**
Asian	19%	18%	+1%	16.8%
Black	4%	7%	-3%	1.75%
Other	5%	6%	-1%	2.2%
White	71%	71%	0	79.25%

The data demonstrates that the overall percentage of BME staff employed in the organisation remains stable and all groups are well represented when considered in light of the population figures that are currently available. The total percentage of employees from a BME background is 28%.

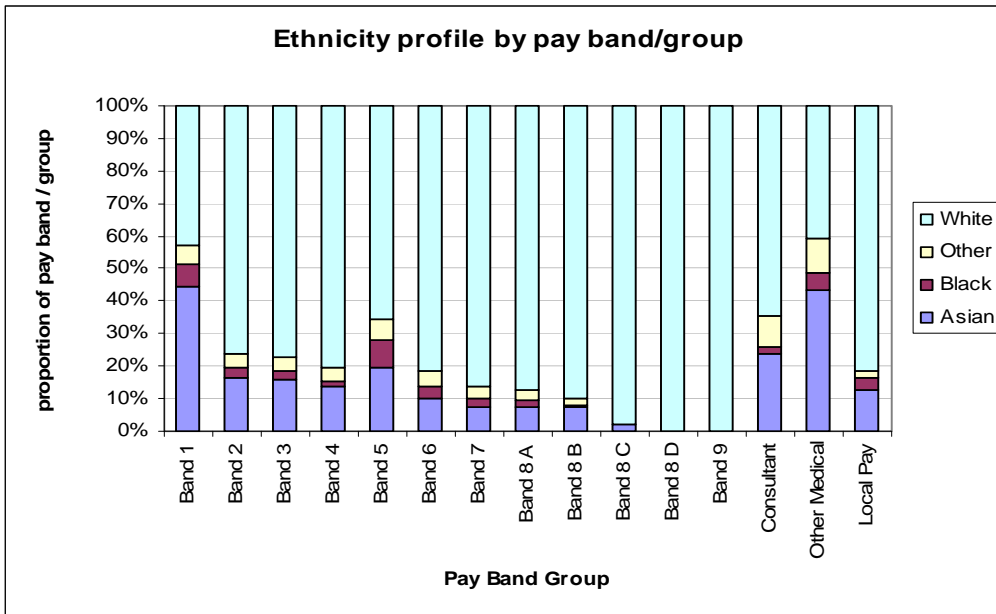


The data demonstrates that there is a variation in the proportion of BME representation in staff groups. In the groups of Medical & Dental and Estates and Ancillary staff from a BME background are well represented but under represented amongst Allied Health Professionals (AHP's), for example physiotherapists, occupational therapists and dieticians.

In recent years we have worked with our local university to monitor BME staff entering nurse training. This demonstrates an upward trend which we are now beginning to see in our recruitment of newly qualified nurses.

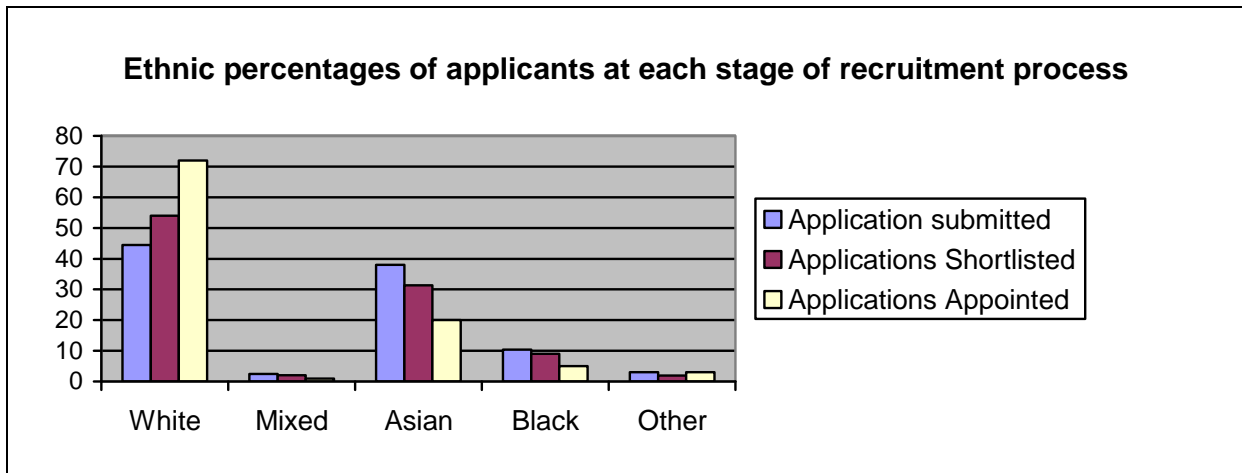
A similar examination of the ethnicity of staff entering AHP training would help to demonstrate if our low numbers are actually a reflection of the ethnicity of individuals undertaking training in these areas. It should be noted however that unlike nurse training there is no Leicestershire training school for these professions.

3.2 Race and Pay



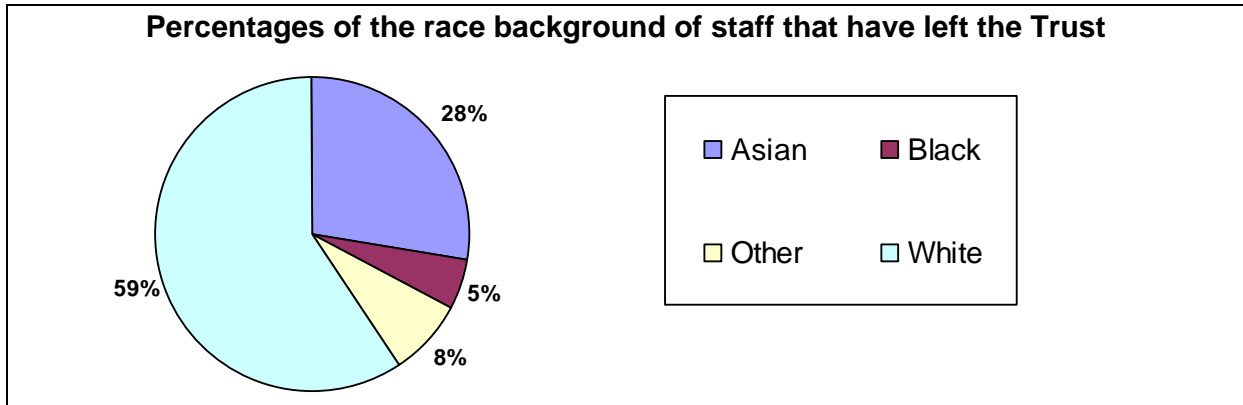
The data demonstrates that at Band 6 BME representation falls below 20% and continues to decline. At Bands 8d and 9 there is no BME representation. An above average BME representation is only seen in Band 1 and other medical pay groups.

3.3 Race Profile at Recruitment



The trend in the data suggests that individuals from a white background are more successful through the recruitment process with percentage increases from application to appointment the reverse is seen in most groups where individuals are from a BME background. The reasons for this are unclear and further deep dive work on a sample of applications needs to be completed to fully understand these patterns.

3.4 Race of Staff Leaving



The data demonstrates a greater number of Asian staff than expected have left the trust. Initial investigation suggests that this may correlate to the above average number of BME staff that have left due to the end of fixed term contracts, some of which will include those in training.

3.5 Disciplinary and Grievance by Race

Disciplinary Outcome Data.

	Total cases	White		BME/Other		Unknown	
		Count	Percentage	Count	Percentage	Count	Percentage
Informal	79	47	60%	31	39%	1	1%
Formal	92	63	69%	27	29%	2	2%
No Outcome	7	1	14%	6	86%	0	0
No case to answer	12	10	83%	2	17%	0	0
Resigned pending outcome	13	7	54%	5	39%	1	8%

There have been a total of 203 disciplinary cases within the last 12 months which is a significant increase on the previous year. Staff with a BME background represented 35% of cases which is slightly higher than the proportion of staff in our workforce population a similar trend to previous years.

Grievance Outcome Data

	Total cases	White		BME/Other		Unknown	
		Count	Percentage	Count	Percentage	Count	Percentage
Upheld	1	0	0	1	100%	0	0
Not upheld	11	7	64%	3	27%	1	9%
Partially upheld	7	5	71%	2	29%	0	0
No Outcome	1	1	100%	0	0	0	0

There have been 20 grievances brought in the last 12 months this is less than the previous year. Staff from a BME background raising grievances is proportional to the overall workforce population.

3.6 Ethnicity and Access to Training

	White		BME / Other		Undefined	
Leadership	113	71%	18	11%	26	17%
Day courses	493	78%	129	20%	11	2%
QCF	57	57%	26	26%	17	17%
Apprentices	51	71%	21	29%	0	0

The training data shows that lower than expected numbers of staff from a BME background attend the recorded areas of training. The particularly low representation at leadership courses is a possible reflection of the number of staff from a BME background at senior levels.

Summary

The ethnicity profile within the organisation has remained stable over the last twelve months with BME representation above the current figures we have for the population we serve.

As a percentage we have higher representation than neighbouring Acute Trusts. There remains however under representation in some staff groups and at a senior level. The trends also suggest that individuals from a BME background also appear to fair less well through the recruitment process. A higher number of Asian staff are also leaving the Trust this may however be due to the nature of fixed term contracts due to predominantly medical trainees.

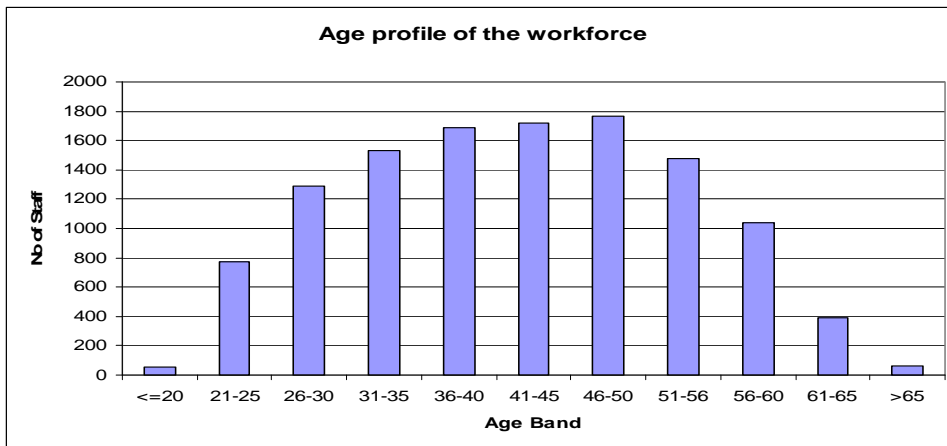
Key Actions

- To investigate why some staff groups have poor BME representation.
- To examine why white staff appear to be more successful at interview.
- To further investigate the nature of fixed term contracts which see a higher proportion of BME staff leaving the Trust.
- To understand why we have poor representation of BME staff at senior levels.

Section 4 – Age

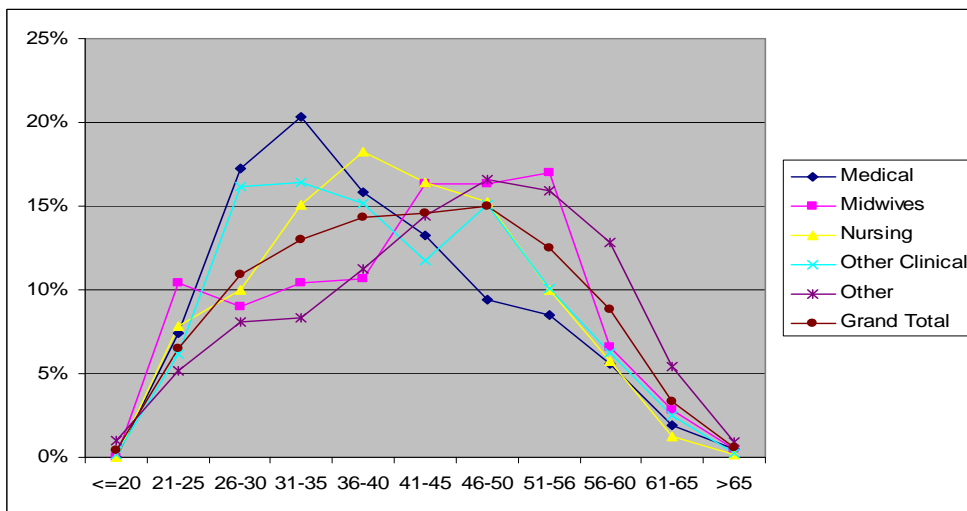
4.1 Age profile of staff in post.

	2012	2011	% of change
<20 yrs	0.4%	0.6%	-0.2%
21-25yrs	7%	7%	0
26-30yrs	11%	11%	0
31-35yrs	13%	13%	0
36-40yrs	14%	14%	0
41-45yrs	15%	15%	0
46-50yrs	15%	15%	0
51-55yrs	13%	12%	+1%
56-60yrs	9%	8%	+1%
61-65yrs	3%	3%	0
>65yrs	0.6%	0.6%	0



The age profile of staff has remained stable over the last twelve months with data demonstrating a normal distribution across age groups with the majority of staff falling between 36 -50yrs.

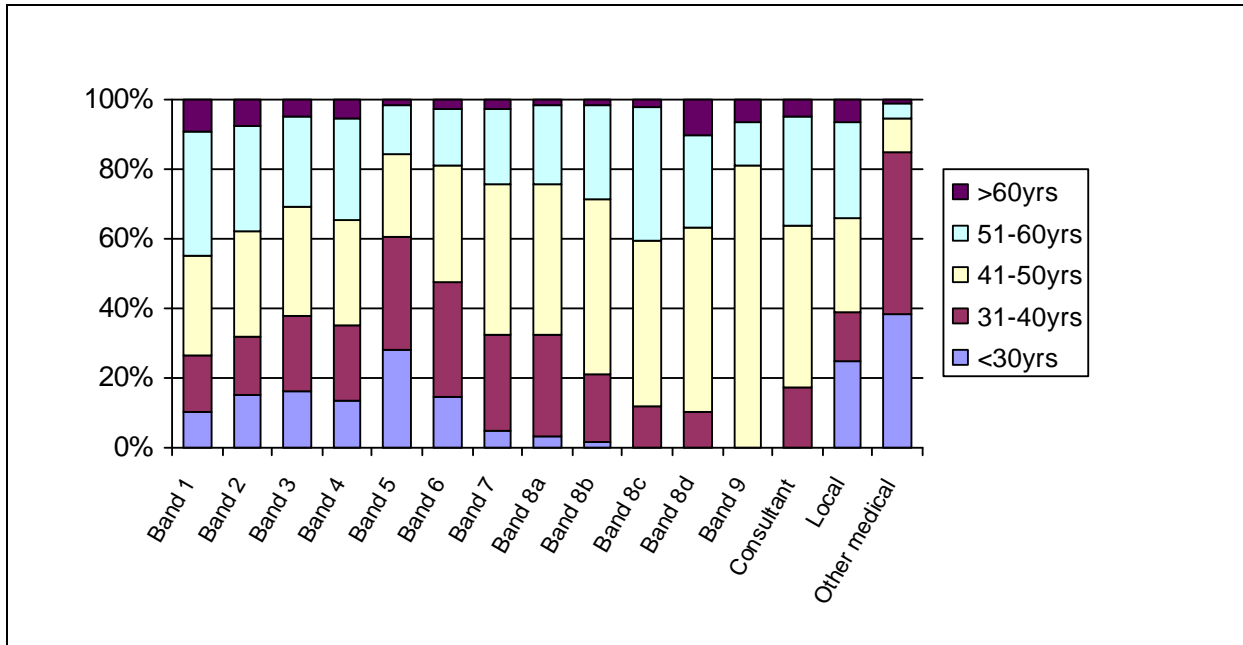
Age profile of staff groups.



The data shows that the majority of medical and nursing staff are below the age of 36 years. This suggests that there is good recruitment into these professions. The reverse is seen in midwives where the majority of the current workforce is 45yrs or above. The numbers in these age categories have also fallen when compared to last years data there does however appear to be some improvement in the numbers of younger midwives now employed by the Trust.

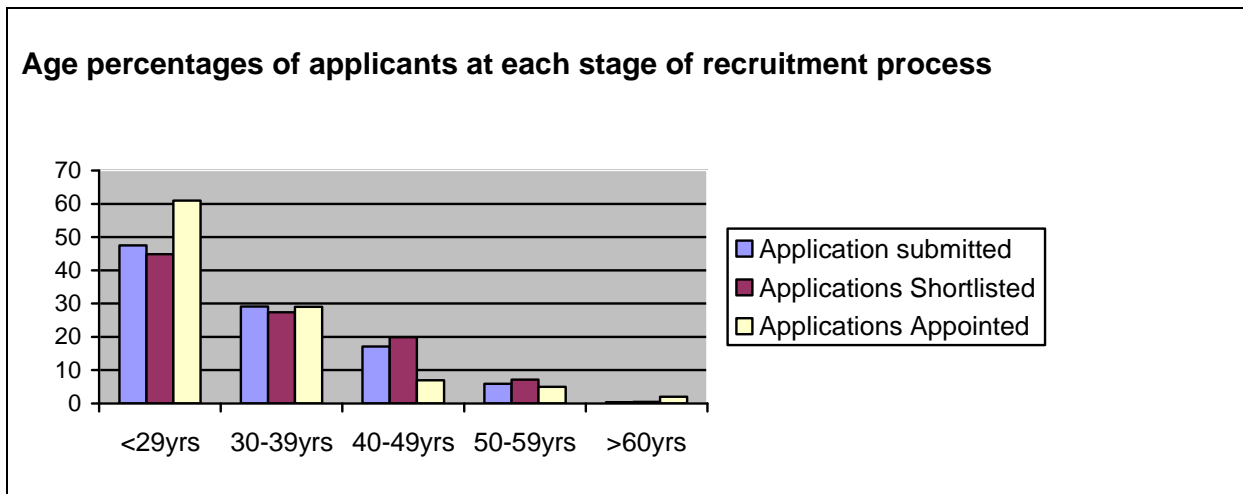
Maternity services have reported that training places for midwives have increased as a result of concern expressed at the potential future shortage of midwives due to large numbers of staff retiring over the coming few years.

4.2 Age and Pay



There is good age representation across all bands. As would be expected there are fewer younger people (under 30 yrs) in senior roles.

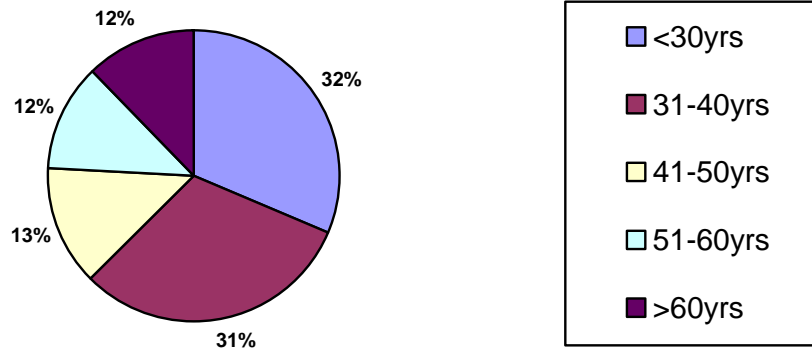
4.3 Age Profile at Recruitment



The trend indicates that the majority of applications are received from staff under the age of 29 years, with high numbers of this age group appointed. The data indicates that individuals above the age of 40 years do better from application to shortlisting but the trend is then reversed at appointment.

4.4 Age of staff Leaving

Percentages of the age of staff that have left the Trust



Two thirds of staff leaving the Trust are below the age of forty. A similar picture is also reported by neighbouring Acute Trusts. Many of staff in this age bracket may still be in training or establishing their career pathways.

4.5 Disciplinary and Grievance

No data available

4.6 Age and access to Training

The only data currently available is on apprentices

	16-18yrs	19-24yrs	25plus
Apprentices	35	27	10

The majority of apprentices appointed in the last year are below the age of 18. Data on age is not currently available for any other training field.

Summary

The age profile of staff has remained stable over the last twelve months. Higher numbers of recruitment and staff leaving the Trust seen in those under the age of forty.

Key Actions – Points to consider

- To improve data recording for age, disciplinaries and grievances

Section 5 – Sexual Orientation

In a 2010 survey by the Office of National Statistics 95% of those questioned identified themselves as heterosexual, 1% identified as Gay or Lesbian, 0.5% as Bisexual and the remaining 3.5% as other or do not know.

5.1 Sexual Orientation Profile of Staff in Post.

	2012	2011	% of change
Bisexual	0.47%	0.42%	+0.05%
Gay	0.34%	0.33%	+0.01%

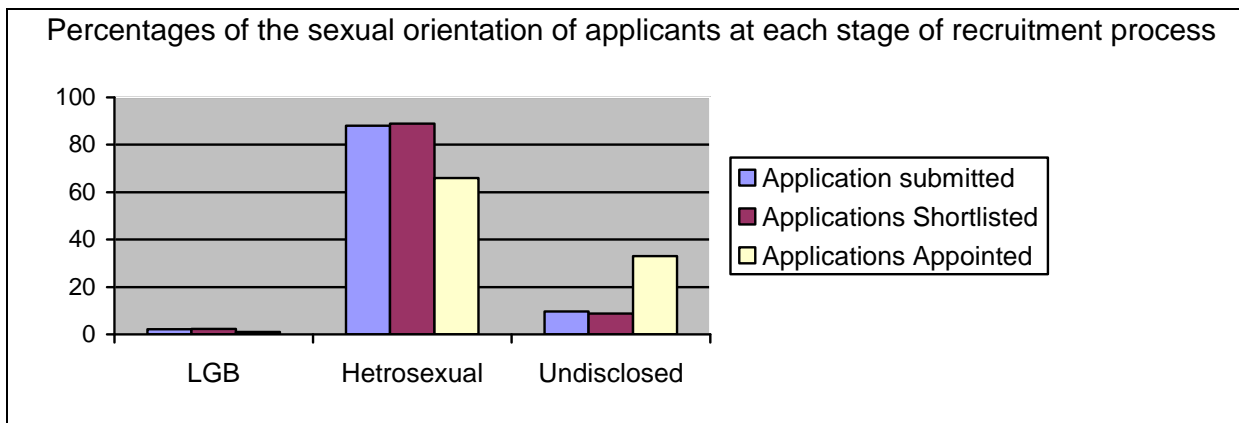
Heterosexual	44.3%	41.8%	+2.5%
Lesbian	0.24%	0.25%	-0.01%
Do not wish to declare	7.8%	7.9%	-0.1%
Undefined	46.9%	49.3%	-2.4%

The data shows that 1.05% have identified themselves as Lesbian, Gay or Bisexual (LGB) which falls below the 1.5% figure identified by the office of national statistics but is a higher declaration rate than neighbouring Acute Trusts. However over 50% of the workforce's sexual orientation is unknown.

5.2 Sexual Orientation and Pay

There are staff who identify themselves as LGB in all pay bands with a broadly equal spread across all Bands, except for Bands 8c and 8d where no staff identify as LGB.

5.3 Sexual Orientation Profile at Recruitment



Trends indicate that the sexual orientation of staff has no effect in the submission or short listing of applicants. It is not possible to draw any real conclusions around the trends from shortlist to application due to the number of appointments where the sexual orientation has not been disclosed.

5.4 Sexual Orientation of staff leaving

The data show that 1% of staff that left the organisation declared their sexual orientation as LGB this is consistent with the staff turnover as a whole.

5.5 Disciplinary and Grievance

There is no data available.

5.6 Sexual Orientation and Access to Training

Courses	Sexual Orientation			
	LGB		Heterosexual	
Leadership **	5	5.5%	45	50%
Day courses	11	1.7%	350	55%
QCF	Not recorded			
Apprentices	Not recorded			

**Leadership courses undertaken at East midlands academy do not record this information

The available data suggests that staff who identify as LGB do not suffer any discrimination when accessing training.

Summary

The data available suggests that staff who identify as LGB are represented across the workforce.

Key Actions – Points to consider

- To encourage staff to declare their sexual orientation.
- To ensure sexual orientation data is consistently recorded in all areas.

Section 6 – Religion or Belief

The Equality Act defines “religion” as “any religion”, and “belief” as ‘any religion or religious or philosophical belief’. This includes all major religions, as well as less widely practised ones. The terms “religion” and “belief” in the context of the act also apply if you do not follow any religion or belief.

6.1 Religion or Belief Profile of Staff in Post.

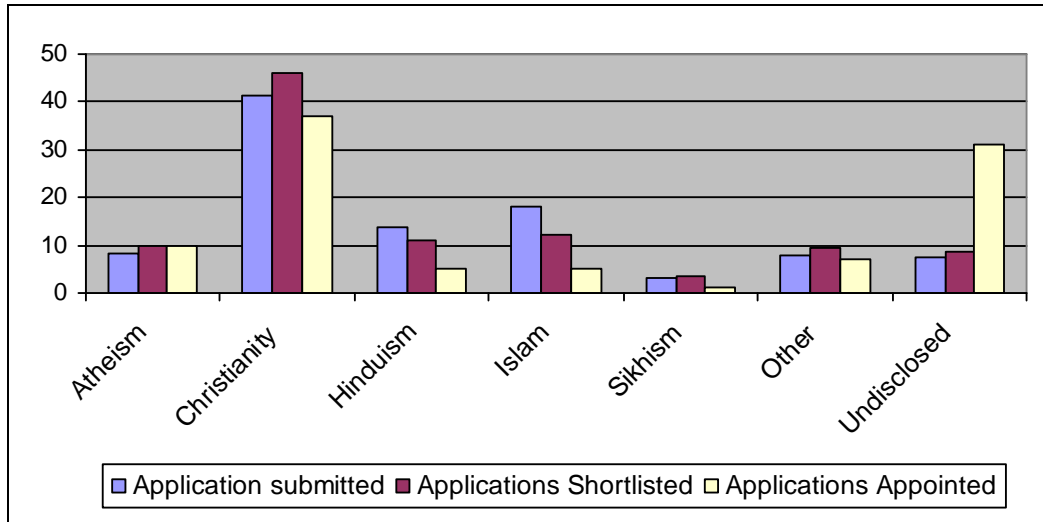
	March 2012	March 2011	Religion of Leicester /Leicestershire population **
Atheism	4.2%	3.8%	16.33%
Buddhism	0.1%	0.1%	0.19%
Christianity	34%	33%	59.47%
Hinduism	4.8%	4.6%	8.38%
Islam	2.5%	2.4%	6.06%
Jainism	0.1%	0.1%	No figures
Judaism	0.1%	0.06%	0.13%
Sikhism	1.2%	1.1%	2.52%
Other	2.9%	2.5%	0.32%
Undefined	44%	46%	-
Not wish to disclose	5.9%	6%	6.76%

**data obtained from the 2001 census.

The data shows a broad range of beliefs amongst staff with small percentage increases in most groups over the last twelve months. Christianity remains the most represented religion, however in over 50% of staff religion or belief remains undefined making comparisons to the population data more difficult.

6.2 Religion or Belief Profile at Recruitment

Percentages of applicants' religion / belief at each stage of recruitment process.

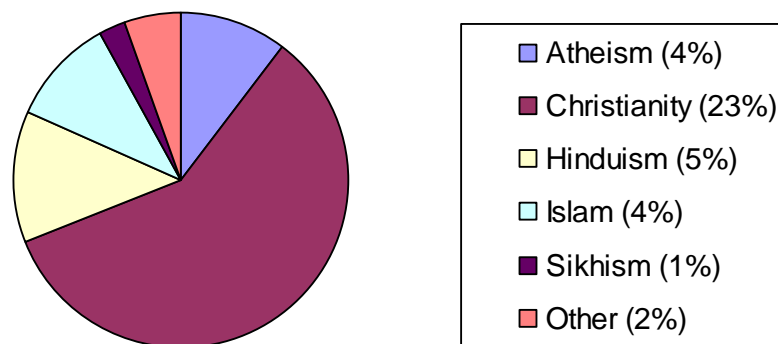


The data suggests that individuals with an Islamic or Hindu faith fair less well than other groups from the application to shortlisting phase of recruitment, further investigation into job applications is required to understand why this maybe the case. Religion and belief information and other profiling data is not shared with appointing managers so discriminatory practice at short listing would be unlikely.

It is not possible to draw any real conclusions around the trends from shortlist to application due to the number of appointments where the religion has not been disclosed.

6.3 Religion or belief of staff leaving

Percentages of the religion / belief of staff that have left the Trust



It should be noted that the beliefs of 61% of staff who left the Trust are unknown and therefore this will affect this data as this is 10% above the undefined status of our current staff population. This may account as to why the data shows a lower percentage of Christians than expected left the Trust.

The percentages for other groups are comparable with the numbers of staff population as a whole, except for staff with an Islamic where a higher percentage than expected have left the Trust.

6.4 Disciplinary and Grievance

There is no data available

6.5 Religion or Belief and Access to Training

	Leadership **		Day Courses	
Atheism	4	4.5%	28	4.4%
Christianity	40	44%	273	43%
Hinduism	3	3.3%	39	6.1%
Islam	0	0	9	1.4%
Sikhism	1	1.1%	2	0.3%
Other	1	1.1%	28	4.4%

**Leadership courses undertaken at East midlands academy do not record this information

Not all training areas currently collect data on religion and belief.

From the data available it is evident that those who follow no religion or a Christian religion are well represented in both areas of training.

Numbers of staff accessing the recorded training who follow an Islamic religion is much lower than would be expected. As with other areas there are a large proportion of staff who attended training whose religion is unknown.

Summary

The belief systems within Leicestershire are represented within our workforce. Over 50% of the staffs religion or belief status however remains unknown.

Key Actions – Points to consider

- To encourage more staff to declare their religious/belief status
- To investigate why individuals with an Islamic or Hindu belief fair less well at the shortlisting stage of recruitment.
- To improve our data collection around religious belief at the appointment stage of recruitment.

The following three sections are additions under the Equality act (2010) and minimal data is currently collected. A decision needs to be made as to what data we need to collect in the future.

Section 7 – Marriage and Civil Partnership

7.1 Marital status of staff in post.

	March 2012
Civil Partnership	0.3%
Divorced	6%
Legally Separated	1%
Married	59%
Single	28%
Widowed	1%

Unknown	5%
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Section 8 – Pregnancy & Maternity

8.1 Maternity and Paternity Leave of Staff in Post.

	Number of staff	Days taken
Female	703	115419
Male	100	1336

Section 9 – Gender Reassignment.

Data is recorded in this area but not reported due to low numbers with the possibility of breach of confidentiality.

Summary

Little data is currently collected on these three elements

Key Actions

- To decide what information around these three areas needs to be reported.
- To establish appropriate data sets and methods for collection.

Report Summary

The report for this year has been presented in a different way as there are new workforce reporting requirements that we need to comply with as implementers of the Equality Delivery System.

Generally speaking it appears that there are no major concerns in terms of our workforce matching the population we serve but there are some interesting anomalies arising from the data interrogation that warrant further action and will be addressed in the action plan attached at appendix 1.

In light of the workforce reduction we have seen from 2010 to date it perhaps isn't surprising that the position remains largely unchanged from previous workforce reports.

Having said that it would appear that the head count reduction hasn't adversely affected any one particular group disproportionately and whilst this may not have been positively viewed by staff it would indicate that the processes have at least been fair.

One of the biggest challenges for UHL remains representation of BME staff and females at senior levels. The status quo has been maintained rather than improved and it has to be said is fairly typical of other NHS organisations.

Some of the deep dive work that will be undertaken during 2013 as well as the benchmarking exercise across the Region may produce additional avenues for us to explore in terms of finding solutions as many of the recognised and validated interventions that have been in place in UHL for some time don't appear to have made a huge impact on the overall position. It may be therefore time for more radical measures that may be considered controversial such as the application of "positive action" that is different from "positive discrimination" but is legal. Perhaps organisations have reached the stage

where this may need to be considered as an option for posts where representation is an issue if any significant improvements are to be made. If not adopted it is certainly worthy of some debate.

Top Priorities

The action plan attached identifies a range of issues that have been identified from this year's workforce report in order to ensure progress is made the priorities for this year are:

- To establish benchmarks with similar acute Trusts so we can consider our performance in line with others and where possible work jointly to resolve issues.
- To understand why a higher proportion of males and individuals from a BME background are employed on fixed term contracts.
- To develop guidance for staff on "reasonable adjustment".
- To audit band 6 staff to identify any perceived /real blocks to career progression for BME staff.
- To ensure equality data is consistently embedded in all data recording across the Trust, with clear explanation and reassurance given on how the data will be utilised.

