



# Workforce Equality Monitoring Report

December 2011



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## 1. Executive Summary

The purpose of this report is to demonstrate the trust's compliance with the Equality Act 2010 general duty across our employment functions. It summarises the equality employment monitoring data for staff at The Christie NHS Foundation Trust for the period 31 October 2010 to 30 November 2011, using data taken from the trust's Electronic Staff Record and NHS Jobs.

At The Christie NHS Foundation Trust, we are determined to ensure that we offer equal access to health care and employment opportunities to everyone in the community.

The data in the report suggests that the trust is performing well in the following areas of equality in employment:

- In the NHS Staff Survey 2010, 94% of respondents at the trust said that the trust acts fairly with regard to career progression or promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age. This was better than average when compared with trusts of a similar type.
- The trust's flexible working policy extends the flexible working provisions beyond the statutory requirements. At 31 October 2011, 19.5% of the total workforce worked part-time hours. Other flexible working practices are also widely in operation across the trust.
- With regard to promotions, of the 91 Agenda for Change staff who achieved a grade increase during this period, 68% were women, 14.3% were from black and minority ethnic groups, 4.4% were aged 55 and over and 4.4% were gay or lesbian staff.
- With regard to access to development, the Professional Course Budget received 78 applications in 2011; only one white female applicant was declined, in line with the approval criteria. The North West Deanery Quality Monitoring Report 2011 included in its areas of notable practice: 'The evident commitment of the trust to ensure the principles of equality and diversity are embedded in all aspects of its work, including training.'
- During the period from 1 November 2010 and 31 October 2011, 74 staff returned from maternity leave and only 10 chose not to return.

The report has been considered by the trust's Equality and Diversity Group, which is comprised of a representative and diverse body of people including those with protected characteristics. It has also been considered by the trust's Staff Forum, which is a joint negotiating and consultation council in which staff and organisational representatives meet to discuss and finalise agreements on issues which concern the employment relationship.

The information contained in this report will be considered by key stakeholders including staff, staff side representatives and staff networks in order to distil the appropriate equality objectives for the trust, to be published by April 2012.

## 2. Introduction

The Equality Act 2010 public sector equality duty (S149) states that in the exercise of their functions, public authorities must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

The purpose of this report is to demonstrate the trust's compliance with the general equality duty across our employment functions. This report includes information on the effect that our policies and practices have had on people who share a relevant protected characteristic, to demonstrate the extent to which we have furthered the aims of the general equality duty for our employees. (A separate report demonstrates the trust's compliance with the general equality duty across our service functions).

At The Christie, we are determined to ensure that we offer equal access to health care and employment opportunities to everyone in the community. We respect and value the diversity of our patients, our staff and our visitors and are committed to:

- serving the community in a way that is appropriate, accessible and responsive
- making best use of the range of talent and experience available within our workforce and potential workforce
- ensuring that our legal obligations are fulfilled, and where possible, exceeded.

A representative workforce will provide a healthcare service that recognises, respects and responds to the diversity of the local communities that we serve.

In 2010/2011, the trust has continued to increase the proportion of our staff for which we have monitoring data. In 2009, we commenced inviting our existing staff to disclose their sexual orientation and religion or belief information. At 31 October 2011, 63% of our staff have recorded their sexual orientation compared to 58% at 31 October 2010, and 62% of our staff have recorded their religion or belief compared to 57% the year before.

As a specialist cancer centre, The Christie provides services to 3.2 million people across Greater Manchester, Cheshire and beyond. For the purposes of comparison in this report, the general population of Greater Manchester and Cheshire East has been used.

## 3. Profile of our Staff

At 31 October 2011, the trust employed 2,350 staff, of whom:

- 74% are women
- 37% are aged 35 or under and 11% are aged 56 or over
- 11% are from black and minority ethnic backgrounds, plus a further 5.6% from white minority ethnic backgrounds.

- 2.89% consider themselves to be disabled; 66% have declared themselves to be non-disabled.
- 1.6% identify as lesbian, gay or bisexual, while 62% identify as heterosexual.
- 43.8% identify as Christian and 9% identify as atheist, which is the second largest group. Other faiths represented in the trust workforce are Buddhism, Hinduism, Islam, Judaism and Sikhism.

#### 4. Gender

In common with most healthcare organisations, women make up the majority of the workforce, with 74% of employees being female.

By comparison, within the total NHS workforce in England at 30 September 2010, 19.1% of non-medical staff were male and 80.9% female.<sup>1</sup>

The majority of staff groups comprise more women than men; the nursing and midwifery group contains the highest proportion of female workers at 92% female; other groups with a high proportion of female staff are Allied Health Professionals (87% female) and administrative and clerical (79% female).

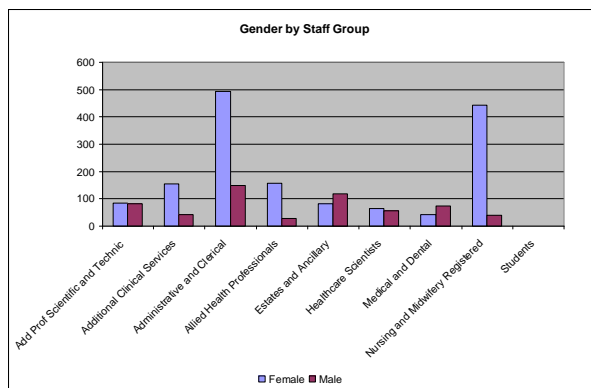


Figure 1: Male/female staff shown by staff group at 31 August 2011

The group with the highest proportion of male employees is the Medical and Dental group (62% male), followed by Estates and Ancillary (55% male).

The medical and dental staff group is primarily comprised of consultants and speciality doctors. 50% of this staff group is made up of male consultants, while 27% is female consultants. By comparison, within the total NHS workforce in England at 30 September 2010, 69% of consultants were male and 30.9% female.<sup>2</sup>

The distribution of men and women throughout the organisation varies by role and grade. A detailed analysis of gender was undertaken in August 2011 and presented to the trust's Staff Forum, which is the trust's joint negotiating and consultation council of staff and organisational representatives.

<sup>1</sup> Source: Non-medical staff bulletin 2000-2010, NHS Information Centre for Health & Social Care

<sup>2</sup> Source: Medical & dental bulletin 2000-2010, NHS Information Centre for Health & Social Care

For example, the Additional Professional Scientific and Technical staff group is comprised of such roles as pharmacy staff, medical technicians and medical physics technicians, and at 19 August 2011 was made up of 53% female and 47% male staff. The female staff within this staff group were concentrated at bands 4 – 6 (37% of staff group) compared to the male staff concentrated at bands 6 and 7 (28% of staff group).

The Additional Clinical Services staff group is comprised of healthcare assistants, nursing auxiliaries and nursery nurses, and at August 2011, was made up of 81% female and 19% male staff. The female staff within this staff group were concentrated at bands 2 and 3 (62% of staff group). The male staff were also concentrated at bands 2 and 3 (13% of staff group).

Two of the trust's five executive directors are female, one of these being the Chief Executive Officer.

## 5. Ethnicity

Staff ethnicity is recorded on the electronic staff record by the ethnicity by which the individual identifies him/herself. In this report, these are grouped into the broad ethnic groups of 'Asian/Asian British', 'black/black British', 'mixed', 'other', 'white' and 'not stated'.

At 19 August 2011, 87.3% of the workforce identified themselves as white. In all staff groups, the significant majority of staff identify themselves as white, and other ethnic groups are therefore in statistically small numbers. Among black and minority ethnic groups, Asian/Asian British is the largest, accounting for 4.71% of the total.

Broad Ethnic Origin	Christie headcount %	Greater Manchester & Cheshire East*
Asian	4.71%	5.8%
Black	3.33%	1.8%
Mixed	1.34%	1.2%
Not Stated	1.73%	n/a
Other	1.60%	1.5%
White	87.29%	89.7%
<b>Grand Total</b>	<b>100%</b>	<b>100%</b>

*Figure 2: Table showing the broad ethnic origins of the total Christie workforce at 19 August 2011 compared to the estimated resident population of Greater Manchester and Cheshire East\* (mid 2009). \*Source: Table EE3, Population Estimates by Ethnic Group, Office for National Statistics, 2011*

A detailed analysis of ethnicity was undertaken in August 2011 and presented to the trust's Staff Forum. When disaggregated by staff group, the largest areas of ethnic diversity are found in administrative and clerical, estates and ancillary, medical staffing and nursing as indicated in Figures 3 and 4.

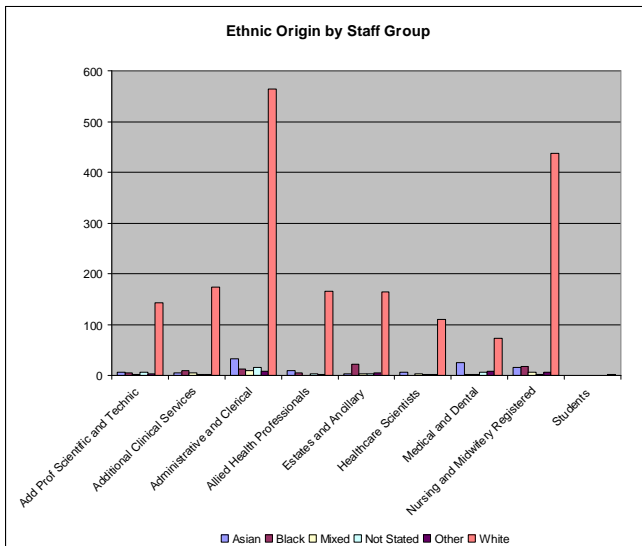


Figure 3: Chart showing the broad ethnic origins of the Christie workforce at 19 August 2011 by staff group

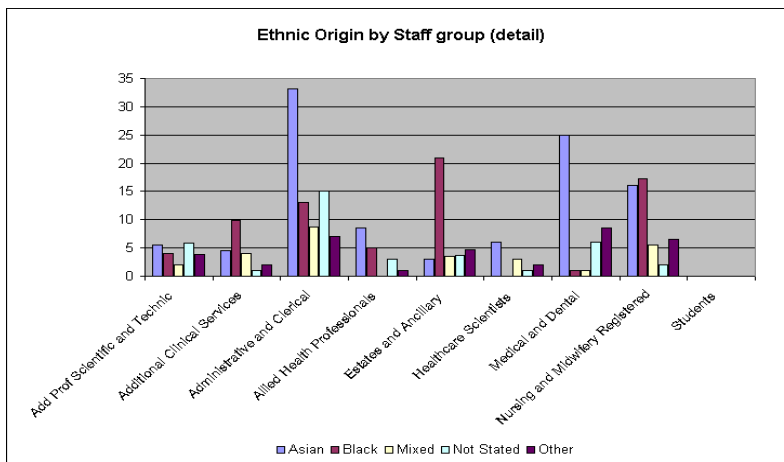


Figure 4: Chart showing the black and minority ethnic staff within the Christie workforce at 19 August 2011 by staff group (detail from Figure 3 above)

When disaggregated by banding, the largest areas of ethnic diversity are found in bands 1 to 3 and in medical staffing. A table showing further detail of ethnic origin disaggregated by banding can be found as Appendix I.

For example, the Additional Professional Scientific and Technical staff group is comprised of such roles as pharmacy staff, medical technicians and medical physics technicians, and includes 87.5% staff who identify themselves as white. Staff who identify themselves as Asian, black, mixed and other occupy roles at bands 4 – 9 compared to staff who identify themselves as white at bands 2 – 9.

The Medical and dental staff group is primarily comprised of consultants and speciality doctors, and includes 66% staff who identify themselves as white. 54% of consultants identify themselves as white and 14% as Asian/Asian British. This can be compared to the NHS workforce in England at 30 September 2010, in which 66% of consultants (all countries of qualification) identified themselves as white and 19.8% as Asian or Asian British. <sup>2</sup>

<sup>2</sup> Source: Medical & dental bulletin 2000-2010, NHS Information Centre for Health & Social Care

## 6. Disability

In 2009/10, we undertook a major review of staff data and invited all staff to check and update their personal information, with the explanation of why the trust was collating and monitoring the data. This exercise resulted in a considerable increase in the number of staff who disclosed information regarding disability, although overall disclosure remains incomplete at this stage.

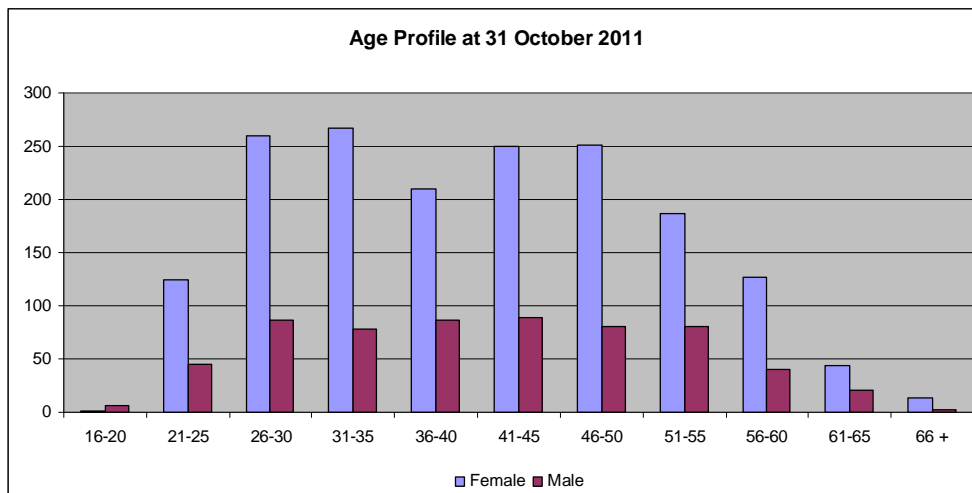
Disability	% of Workforce
No	66.09%
Yes	2.89%
Not Declared	7.62%
Undefined	23.40%
<b>Total</b>	<b>100.00%</b>

*Figure 5: Table showing the proportion of the Christie workforce who have disclosed that they do/do not have a disability at 31 October 2011*

The trust will continue to increase the confidence of staff to declare a disability and identify any related issues that they face at work, so that we can provide appropriate support.

## 7. Age

With regard to age within the workforce, 37% of staff are aged 35 or under and 11% are aged 56 or over. The average age of a Christie employee is 40 years.



*Figure 6: Table showing the Christie workforce by age band at 31 October 2011*

## 8. Sexual orientation

Studies conducted by H M Treasury/Department for Trade and Industry have estimated that between 5 and 7% of the UK population are lesbian, gay or bisexual. The North West Regional Development Agency report 'Improving the region's knowledge base on the LGB&T population in the North West' (October 2009) suggests that the North West region has a lesbian, gay, bisexual and trans (LGB&T) population of approximately 430,000.

In 2009, we commenced inviting our existing staff to disclose their sexual orientation, which resulted in a considerable increase in the number of staff who disclosed this information, although overall disclosure remains incomplete at this stage.

<b>Sexual Orientation</b>	<b>% of workforce</b>
Bisexual	0.30%
Gay	0.68%
Heterosexual	62.17%
Lesbian	0.64%
Do not wish to disclose	17.96%
Undefined	18.26%
<b>Total</b>	<b>100.00%</b>

*Figure 7: Table showing the Christie workforce by sexual orientation at 31 October 2011*

The proportion of Christie staff who have disclosed that they are lesbian, gay or bisexual is lower than the government estimates in respect of the general population. The trust has established the Rainbow Network for Christie lesbian, gay, bisexual and trans staff. Its aim is to provide a social and support network to members, and to work in partnership with the trust to create an inclusive, respectful and diverse environment for all our staff, patients and visitors.

## 9. Religion or belief

In 2009, we commenced inviting our existing staff to disclose their religion or belief, which resulted in a considerable increase in the number of staff who disclosed this information, although overall disclosure remains incomplete at this stage.

<b>Religious Belief</b>	<b>% of workforce</b>
Atheism	9.11%
Buddhism	0.51%
Christianity	43.79%
Hinduism	1.06%
Islam	2.43%
Judaism	0.26%
Other	4.55%
Sikhism	0.17%
Do not wish to disclose	20.00%
Undefined	18.13%

*Figure 8: Table showing the Christie workforce by religion or belief at 31 October 2011*

## 10. Trans

As recommended by the Equality & Human Rights Commission, the trust will only undertake trans monitoring when progress has been made across other protected characteristics and sufficient preparation has been undertaken to monitor appropriately. It is recognised that trans people are relatively rare in most organisations and there is a risk that if numbers are disaggregated, this could jeopardise the privacy of employees.

As reported in 8 above, the trust has established the Rainbow Network for Christie lesbian, gay, bisexual and trans staff.

## 11. Marriage and civil partnership

At 31 October 2011, 0.34% of the workforce were civil partners and 45.2% were married.

## 12. Recruitment and selection

In total, the trust received 14,427 applications in the period from 30 November 2010 to 31 October 2011. 2,525 of these were shortlisted and 515 were appointed.

Appendix II shows the percentage of applicants by protected characteristics at each stage of the recruitment and selection process for this 12-month period i.e. application, short listing and appointment.

The trust has a comprehensive recruitment and selection policy which is agreed with staff side representatives. The policy specifies that the trust will ensure that in all of its recruitment and selection practices, all applicants are dealt with fairly and consistently, in line with all legal, statutory and good practice guidance requirements. All staff members undertaking recruitment and selection must ensure they have attended the trust's recruitment and selection training.

## 13. Part-time working

The trust's flexible working policy extends the flexible working provisions beyond the statutory requirements. Any employee with more than six months' service at the trust has a right to request a flexible working arrangement that both enhances their own work life balance and fits with the needs of the service.

At 31 October 2011, 19.5% of the total workforce worked part-time hours. One quarter of the trust's female staff work part-time hours, compared to 4.85% of the male staff.

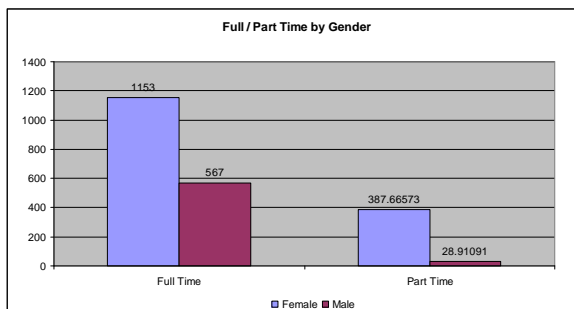


Figure 9: Chart of number of male/female staff who work full/part-time at 31 October 2011

In addition to part-time working, the trust offers and operates a range of flexible working arrangements including job-share, team-based self-rostering, flexi-time, term-time working and career breaks.

	Men	Women	Disabled	Not disabled	White	Black & minority ethnic
<b>% Using flexible working options</b>	65%	77%	82%	72%	74%	67%

*Figure 10: Chart of percentage of Christie staff respondents who reported that they used flexible working options in the 2010 NHS Staff Survey*

#### **14. Promotions**

During the period between 1 November 2010 and 31 October 2011, 91 staff (on NHS Agenda for Change terms and conditions) increased by one grade or more. (Agenda for Change applies in full to all staff across the UK who are employed directly by NHS organisations, except very senior managers and medical staff).

Of the 91 Agenda for Change staff who achieved a grade increase during this period, 68% were women, 14.3% were from black and minority ethnic groups, 4.4% were aged 55 and over and 4.4% were gay or lesbian staff.

<b>Ethnic Origin</b>	<b>Promotions</b>
White - British	76
White - other white background	6
Mixed	1
Asian or Asian British	4
Black or Black British - Caribbean	2
Not Stated	2
<b>Grand Total</b>	<b>91</b>

*Figure 11: Table showing the number of Christie staff (Agenda for Change only) who have increased by 1 band or more between 1 November 2010 and 31 October 2011 by ethnicity.*

<b>Sexual Orientation</b>	<b>Promotions</b>
Gay	3
Heterosexual	71
Lesbian	1
I do not wish to disclose my sexual orientation	13
Undefined	3
<b>Grand Total</b>	<b>91</b>

*Figure 12: Table showing the number of Christie staff (Agenda for Change only) who have increased by 1 band or more between 1 November 2010 and 31 October 2011 by sexual orientation.*

## 15. Development

All staff are required to undertake all the appropriate induction (corporate and departmental), risk management and essential training they need to effectively undertake their role within the trust safely and competently. Additional training for development may be identified during the annual Personal Development Review between the manager and the individual.

The Policy for Educational funding and/or associated Study Leave provides a consistent and transparent guide for all staff applying for funding for any educational development opportunity. It states that managers will be consistent in their approach to approving study leave and care must be taken to ensure no group of staff is discriminated against either directly or indirectly.

A wide range of educational modules are available to staff by application to the Professional Course Budget. The Education Funding Panel reviews all applications and approves based on clearly-defined criteria. The Professional Course Budget received 78 applications in 2011. Only one white female applicant was declined, in line with the approval criteria.

<b>Ethnic Origin</b>	<b>Total</b>	<b>Female</b>	<b>Male</b>
Asian or Asian British	1	1	0
Black or Black British	4	2	2
Mixed	1	0	1
Not stated	3	1	2
White - British	61	51	10
White – other white background	5	4	1
White unspecified	2	2	0
<b>Total</b>	<b>77</b>	<b>61</b>	<b>16</b>

*Figure 13: Table showing the number of Christie staff by gender and ethnicity who successfully applied for Professional Course Budget funding to study in 2011.*

The North West Deanery Quality Monitoring Report 2011 included the following in its areas of notable practice: 'The evident commitment of the Trust to ensure the principles of equality and diversity are embedded in all aspects of its work, including training.'

## 16. Appraisals (Personal Development Reviews)

The trust policy states that it is mandatory for all staff to have a formal Personal Development Review on an annual basis.

At defined points in a pay band, known as 'gateways', decisions are made about pay progression as well as development. Review of individuals at the gateways is based on using the dimensions and levels of the NHS Knowledge and Skills Framework that are relevant to that post. It is only at gateways, or if concerns have been raised about significant weaknesses in undertaking the current role, that the outcome of a review might lead to deferment of pay progression.

In the period from 1 November 2010 and 31 October 2011, no staff had pay progression deferred as a result of the appraisal process.

## 17. Maternity leave

During the period 1 November 2010 and 31 October 2011, 72 staff took maternity leave, which represents approximately 3% of the total workforce.

Age group	Number of employees
21-25	4
26-30	17
31-35	35
36-40	14
41-45	1
46-50	1
Total	72

*Figure 14: Table showing the number of Christie staff who commenced maternity leave by age during the period 1 November 2010 and 31 October 2011*

During the same period, 74 staff returned from maternity leave and 10 chose not to return.

## 18. Disciplinary

The trust has a comprehensive disciplinary policy developed in line with ACAS Code of Practice on Disciplinary and Grievance Procedures April 2009, and agreed with staff side representatives. The policy outlines the procedure for dealing with concerns of a disciplinary nature, ensuring that all employees are treated in a fair and consistent manner. The Human Resources Department oversees the operation and monitoring of this policy, ensures the provision of training, guidance and support to managers on the operation of the policy. The appropriate level of Human Resource department support is present during formal hearings.

Between 30 November 2010 and 31 October 2011, 33 disciplinary cases commenced in respect of Christie staff. Appendix III provides tables of disciplinary by protected characteristics during the period.

## 19. Grievances

Between 30 November 2010 and 31 October 2011, 7 formal grievances were raised by Christie staff. This is too few in number to detect patterns in respect of protected characteristics.

## 20. Leaving the trust

Between 30 November 2010 and 31 October 2011, 238 staff left the trust. Appendix IV provides tables showing the numbers and reason for leaving by protected characteristics.

## 21. NHS Staff Survey 2010

415 staff at the trust took part in the national NHS staff survey. Appendix V shows an extract of the key findings of the questionnaire structured around two of the four pledges to staff in the NHS Constitution plus the additional themes of job satisfaction and equality and diversity. The findings are broken down by the protected characteristics of gender, disability and ethnicity.

The Christie's four top ranking scores i.e. for which the Christie compared most favourably with other acute specialist trusts in England, included the percentage of staff experiencing discrimination at work in the last 12 months: trust score of 5% compared to national average for acute specialist trusts of 10%.

94% of staff at the trust said that the trust acts fairly with regard to career progression or promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age. This was better than average when compared with trusts of a similar type.

It can be noted that similar proportions of staff in male/female, disabled/not disabled and white/black and minority ethnic staff feel valued by their work colleagues, have received job-relevant training, learning or development in the last 12 months, experience staff job satisfaction and consider they receive support from their immediate managers.

93% of male respondents believe the trust provides equal opportunities for career progression or promotion. Respondents who are female, disabled/non-disabled and white/black and minority ethnic scored this between 94% and 96%.

## 22. Workforce training in equality

Equality and diversity training is mandatory for all staff groups. The training includes raising awareness of:

- definitions of equality and diversity
- the Equality Act 2010 including the public sector equality duty and protected characteristics
- reasonable adjustments for disabled people
- harassment, bullying, discrimination and victimisation: examples of behaviour, the trust's 'zero-tolerance' policy, how to raise concerns and how these will be managed.

In addition to the essential training, a further detailed training workshop is available for managers which includes the development of good equality practices.

## 23. Equality analysis

Trust policy requires that each strategy and policy must undergo equality analysis (or equality impact assessment) during its development, to minimise and if possible remove any disproportionate impact on employees on the grounds of protected characteristics, and to further promote equality. Policies will not be ratified unless this has been completed.

Managers with responsibility for the development of policies and strategies have completed face-to-face equality and diversity training, plus an e-learning module on equality analysis and further training on the use of the trust's electronic equality analysis tool to enable completion.

A range of employment activities have undergone equality analysis during the period October 2010 to November 2011, and have had considerations to further promote equality incorporated during their development. A sample of these includes:

- Management of Attendance Policy
- Incremental Progression Policy
- Flexible Working Policy
- Volunteer Agreement
- Corporate Essential Training Policy
- Grievance Policy
- Health and Wellbeing Strategy
- Respect at Work (harassment & bullying) Policy
- Management of Stress Policy
- Corporate and Local Induction Policy

## **24. Conclusion and recommendations**

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

The report has been considered by the trust's Equality and Diversity Group, which is comprised of a representative and diverse body of people including those with protected characteristics. It has also been considered by the trust's Staff Forum, which is a joint negotiating and consultation council in which staff and organisational representatives meet to discuss and finalise agreements on issues which concern the employment relationship.

The information contained in this report will be considered by key stakeholders including staff, staff side representatives and staff networks in order to distil the appropriate equality objectives for the trust, to be published by April 2012.

## Appendix I

### Ethnic origin by pay band groupings at 31 October 2011

#### Ethnic Origin by pay band groupings

<b>Band grouping</b>	<b>Ethnic Origin Group</b>	<b>% of band grouping</b>
Bands 1 - 3	Asian	2.89%
	Black	5.93%
	Mixed	2.37%
	Not Stated	1.53%
	Other	1.19%
	White	86%
Bands 4 - 6	Asian	4.78%
	Black	3.19%
	Mixed	1.39%
	Not Stated	1.77%
	Other	1.24%
	White	87.69%
Bands 7 and above	Asian	3.59%
	Black	0.79%
	Mixed	0.6%
	Not Stated	0.8%
	Other	1.2%
	White	93.81%
Medical	Asian	25.34%
	Black	0.77%
	Mixed	0.77%
	Not Stated	6.15%
	Other	6.92%
	White	63.85%

## Appendix II

### Recruitment and selection by protected characteristics between 30 November 2010 and 31 October 2011 (Data source: NHS Jobs)

<b>Gender</b>	<b>Applications (14,427)</b> % of all applications	<b>Shortlisted (2,525)</b> % of all shortlisted	<b>Appointed (515)</b> % of all appointed
Male	34.62%	31.41%	27.96%
Female	65.27%	68.44%	71.65%
Undisclosed	0.11%	0.16%	0.39%

<b>Ethnicity</b>	<b>Applications (14,427)</b> % of all applications	<b>Shortlisted (2,525)</b> % of all shortlisted	<b>Appointed (515)</b> % of all appointed
<b>Asian/Asian British:</b>			
Indian	7.57%	6.38%	3.88%
Pakistani	6.42%	3.60%	1.94%
Bangladeshi	1.01%	0.63%	0.97%
Other Asian background	2.18%	1.90%	1.34%
<b>Black/Black British:</b>			
Caribbean	1.12%	0.79%	0.58%
African	7.73%	4.95%	1.75%
Other Black background	0.48%	0.28%	0.19%
<b>Mixed:</b>			
White & Black Caribbean	0.44%	0.16%	0.39%
White & Black African	0.47%	0.83%	0.97%
White & Asian	0.76%	0.55%	0.58%
Other mixed background	0.82%	0.44%	0
<b>Other ethnic group:</b>			
Chinese	0.73%	0.83%	0.78%
Other ethnic group	1.46%	1.07%	0.97%
<b>White:</b>			
British	59.58%	68.44%	75.92%
Irish	1.41%	2.50%	4.47%
Other white background	6.06%	5.43%	4.08%
<b>Undisclosed</b>	1.75%	1.23%	1.16%
<b>Total Black &amp; minority ethnic</b>	31.19%	22.42%	14.34%
<b>Total Black &amp; minority ethnic + White &amp; minority ethnic</b>	38.67%	30.34%	22.91%

<b>Disability</b>	<b>Applications (14,427)</b> % of all applications	<b>Shortlisted (2,525)</b> % of all shortlisted	<b>Appointed (515)</b> % of all appointed
Yes	3.91%	4.36%	2.33%
No	95.15%	94.57%	96.70%
Undisclosed	0.94%	1.07%	0.97%

<b>Religion or belief</b>	<b>Applications (14,427)</b> % of all applications	<b>Shortlisted (2,525)</b> % of all shortlisted	<b>Appointed (515)</b> % of all appointed
Atheism	11.10%	12%	13.20%
Buddhism	0.61%	0.87%	0.78%
Christianity	53.02%	54.89%	57.86%
Hinduism	4.20%	3.92%	1.94%
Islam	11.80%	7.60%	5.44%
Jainism	0.08%	0.08%	0
Judaism	0.19%	0.28%	0
Sikhism	0.33%	0.32%	0.58%
Other	9.12%	9.47%	7.96%
Undisclosed	9.53%	10.57%	12.23%

<b>Sexual orientation</b>	<b>Applications (14,427)</b> % of all applications	<b>Shortlisted (2,525)</b> % of all shortlisted	<b>Appointed (515)</b> % of all appointed
Lesbian	0.67%	0.99%	1.75%
Gay	1.91%	1.98%	2.14%
Bisexual	1.16%	0.59%	0.78%
Heterosexual	88.78%	89.47%	88.74%
Undisclosed	7.49%	6.97%	6.60%

<b>Age band</b>	<b>Applications (14,427)</b> % of all applications	<b>Shortlisted (2,525)</b> % of all shortlisted	<b>Appointed (515)</b> % of all appointed
Under 20	2.97%	1.50%	1.36%
20-29	47.64%	40.79%	42.91%
30-39	25.18%	29.62%	28.15%
40-49	15.70%	16.87%	16.31%
50-59	7.61%	10.30%	8.74%
60-69	0.56%	0.87%	0.58%
70+	0.01%	0.04%	0

### Appendix III

#### Disciplinary by protected characteristics between 30 November 2010 and 31 October 2011

<b>Gender</b>	<b>% of disciplinarys</b>
Female	42.42%
Male	57.57%
<b>Total</b>	<b>99.99%</b>

<b>Disability</b>	<b>% of disciplinarys</b>
No	51.51%
Yes	3.03%
Not Declared	45.45%
Undefined	0
<b>Total</b>	<b>99.99%</b>

<b>Broad Ethnic Origin</b>	<b>% of disciplinarys</b>
Asian	6.06%
Black	21.21%
Mixed	0
Not Stated	0
Other	0
White	72.73%
<b>Total</b>	<b>100%</b>

<b>Age Band</b>	<b>% of disciplinarys</b>
16-20	0
21-30	15%
31-40	39%
41-50	18%
51-60	18%
61-66 +	9%
<b>Total</b>	<b>99%</b>

<b>Sexual Orientation</b>	<b>% of disciplinarys</b>
Bisexual	0
Gay	0
Heterosexual	42.42%
Lesbian	0
Do not wish to disclose	57.57%
Undefined	0
<b>Total</b>	<b>99.99%</b>

<b>Religious Belief</b>	<b>% of disciplinarys</b>
Atheism	6.06%
Buddhism	0
Christianity	45.45%
Hinduism	0
Islam	3.03%
Judaism	0
Other	0
Sikhism	0
Do not wish to disclose	45.45%
Undefined	0
<b>Total</b>	<b>99.99%</b>

## Appendix IV

### Number of leavers and reasons for leaving by protected characteristics between 30 November 2010 and 31 October 2011

#### Gender

Leaving Reason	Female	Male	Grand Total
Dismissal - Capability	3	4	7
Dismissal - Conduct	2	1	3
Dismissal - Some Other Substantial Reason	11	1	12
Dismissal - Statutory Reason		1	1
End of Fixed Term Contract	13	8	21
End of Fixed Term Contract - End of Work Requirement		1	1
End of Fixed Term Contract - Other	2		2
Flexi Retirement	2	1	3
Mutually Agreed Resignation - Local Scheme with Repayment	7	3	10
Redundancy - Compulsory	3		3
Redundancy - Voluntary	2		2
Retirement - Ill Health	2		2
Retirement Age	16	10	26
Voluntary Early Retirement - no Actuarial Reduction	1		1
Voluntary Early Retirement - with Actuarial Reduction	1		1
Voluntary Resignation - Adult Dependants	1	1	2
Voluntary Resignation - Better Reward Package	1	1	2
Voluntary Resignation - Child Dependants	3		3
Voluntary Resignation - Health	4		4
Voluntary Resignation - Incompatible Working Relationships	1		1
Voluntary Resignation - Other/Not Known	56	19	75
Voluntary Resignation - Promotion	3	4	7
Voluntary Resignation - Relocation	27	10	37
Voluntary Resignation - To undertake further education or training	7		7
Voluntary Resignation - Work Life Balance	3	2	5
<b>Grand Total</b>	<b>171</b>	<b>67</b>	<b>238</b>
<b>% Total</b>	<b>71.85%</b>	<b>28.15%</b>	<b>100%</b>

#### Age Band

Leaving Reason	16 - 20	21 -30	31 - 40	41 - 50	51 - 60	61 - 66+	Grand Total
Dismissal - Capability		3	1		3		7
Dismissal - Conduct		1	1	1			3
Dismissal - Some Other Substantial Reason		2	5	2	3		12
Dismissal - Statutory Reason		1					1
End of Fixed Term Contract		9	6	3	2	1	21
End of Fixed Term Contract - End of Work Requirement		1					1
End of Fixed Term Contract - Other		1		1			2
Flexi Retirement					3		3
Mutually Agreed Resignation - Local Scheme with Repayment		1	3		2	4	10
Redundancy - Compulsory			1	1	1		3
Redundancy - Voluntary					2		2

Retirement - Ill Health			1		1		2
Retirement Age					12	14	26
Voluntary Early Retirement - no Actuarial Reduction					1		1
Voluntary Early Retirement - with Actuarial Reduction					1		1
Voluntary Resignation - Adult Dependants		1		1			2
Voluntary Resignation - Better Reward Package		2					2
Voluntary Resignation - Child Dependants		1	2				3
Voluntary Resignation - Health				4			4
Voluntary Resignation - Incompatible Working Relationships				1			1
Voluntary Resignation - Other/Not Known	2	34	20	14	4	1	75
Voluntary Resignation - Promotion		2	4	1			7
Voluntary Resignation - Relocation		14	9	9	5		37
Voluntary Resignation - To undertake further education or training		6	1				7
Voluntary Resignation - Work Life Balance		4	1				5
<b>Grand Total</b>	<b>2</b>	<b>83</b>	<b>55</b>	<b>38</b>	<b>40</b>	<b>17</b>	<b>238</b>
<b>% Total</b>	<b>0.84%</b>	<b>34.87%</b>	<b>23.11%</b>	<b>15.97%</b>	<b>16.81%</b>	<b>7.14%</b>	<b>98.74%</b>

### Ethnic Origin

Leaving Reason	White	Mixed	Asian	Black	Other	Not stated	Grand Total
Dismissal - Capability	6		1				7
Dismissal - Conduct	3						3
Dismissal - Some Other Substantial Reason	7		2	2		1	12
Dismissal - Statutory Reason			1				1
End of Fixed Term Contract	16		4			1	21
End of Fixed Term Contract - End of Work Requirement	1						1
End of Fixed Term Contract - Other	1		1				2
Flexi Retirement	2			1			3
Mutually Agreed Resignation - Local Scheme with Repayment	9					1	10
Redundancy - Compulsory	3						3
Redundancy - Voluntary	2						2
Retirement - Ill Health	2						2
Retirement Age	22	1	1	1		1	26
Voluntary Early Retirement - no Actuarial Reduction	1						1
Voluntary Early Retirement - with Actuarial Reduction	1						1
Voluntary Resignation - Adult Dependants	1				1		2
Voluntary Resignation - Better Reward Package	2						2
Voluntary Resignation - Child	3						3

Dependants							
Voluntary Resignation - Health	3		1				4
Voluntary Resignation - Incompatible Working Relationships	1						1
Voluntary Resignation - Other/Not Known	60	1	8	1	3	2	75
Voluntary Resignation - Promotion	6		1				7
Voluntary Resignation - Relocation	27	1	6	3			37
Voluntary Resignation - To undertake further education or training	7						7
Voluntary Resignation - Work Life Balance	5						5
<b>Grand Total</b>	<b>191</b>	<b>3</b>	<b>26</b>	<b>8</b>	<b>4</b>	<b>6</b>	<b>238</b>
<b>% Total</b>	<b>80.25</b>	<b>1.26</b>	<b>10.92</b>	<b>3.36</b>	<b>1.68</b>	<b>2.5</b>	<b>99.97</b>

### Disability

Leaving Reason	Yes	No	Not Stated	Grand Total
Dismissal - Capability	1	5	1	7
Dismissal - Conduct	1	1	1	3
Dismissal - Some Other Substantial Reason	1	4	7	12
Dismissal - Statutory Reason		1		1
End of Fixed Term Contract		10	11	21
End of Fixed Term Contract - End of Work Requirement		1		1
End of Fixed Term Contract - Other			2	2
Flexi Retirement		3		3
Mutually Agreed Resignation - Local Scheme with Repayment	2	4	4	10
Redundancy - Compulsory		3		3
Redundancy - Voluntary		1	1	2
Retirement - Ill Health		1	1	2
Retirement Age		17	9	26
Voluntary Early Retirement - no Actuarial Reduction			1	1
Voluntary Early Retirement - with Actuarial Reduction			1	1
Voluntary Resignation - Adult Dependants		2		2
Voluntary Resignation - Better Reward Package		2		2
Voluntary Resignation - Child Dependants		1	2	3
Voluntary Resignation - Health	2	2		4
Voluntary Resignation - Incompatible Working Relationships			1	1
Voluntary Resignation - Other/Not Known	3	54	18	75
Voluntary Resignation - Promotion	1	6		7
Voluntary Resignation - Relocation		29	8	37
Voluntary Resignation - To undertake		7		7

further education or training				
Voluntary Resignation - Work Life Balance		4	1	5
<b>Grand Total</b>	<b>11</b>	<b>158</b>	<b>69</b>	<b>238</b>
<b>% Total</b>	<b>4.62%</b>	<b>66.37%</b>	<b>28.99%</b>	<b>99.98%</b>

## Religion

Leaving Reason	Atheism	Buddhism	Christianity	Hinduism	Not Stated	Islam	Judaism	Other	Sikhism	Grand Total
Dismissal - Capability	1		1	1	3			1		7
Dismissal - Conduct			1		2					3
Dismissal - Some Other Substantial Reason			4		7	1				12
Dismissal - Statutory Reason						1				1
End of Fixed Term Contract	2		4	1	12	1		1		21
End of Fixed Term Contract - End of Work Requirement			1							1
End of Fixed Term Contract - Other	1				1					2
Flexi Retirement Mutually Agreed			2					1		3
Resignation - Local Scheme with Repayment	1		5		3			1		10
Redundancy - Compulsory			2		1					3
Redundancy - Voluntary			1		1					2
Retirement - Ill Health					2					2
Retirement Age	1		10	1	14					26
Voluntary Early Retirement - no Actuarial Reduction					1					1
Voluntary Early Retirement - with Actuarial Reduction					1					1
Voluntary Resignation - Adult Dependants					2					2
Voluntary Resignation - Better Reward Package					2					2
Voluntary Resignation - Child Dependants					3					3
Voluntary Resignation - Health			3			1				4
Voluntary Resignation - Other					1					1

Resignation - Incompatible Working Relationships											
Voluntary Resignation - Other/Not Known	10	1	32	2	22	1	1	5	1	75	
Voluntary Resignation - Promotion	1		5			1				7	
Voluntary Resignation - Relocation	2		21	1	10	3				37	
Voluntary Resignation - To undertake further education or training			3		4					7	
Voluntary Resignation - Work Life Balance			3					2		5	
<b>Grand Total</b>	<b>19</b>	<b>1</b>	<b>98</b>	<b>6</b>	<b>92</b>	<b>9</b>	<b>1</b>	<b>11</b>	<b>1</b>	<b>238</b>	
<b>% Total</b>	<b>7.98</b>	<b>0.42</b>	<b>41.18</b>	<b>2.52</b>	<b>38.65</b>	<b>3.78</b>	<b>0.42</b>	<b>4.62</b>	<b>0.42</b>	<b>99.99</b>	

### Sexual Orientation

Leaving Reason	Lesbian	Bisexual	Gay	Heterosexual	Not Stated	Grand Total
Dismissal - Capability				3	4	7
Dismissal - Conduct				2	1	3
Dismissal - Some Other Substantial Reason				5	7	12
Dismissal - Statutory Reason				1		1
End of Fixed Term Contract				11	10	21
End of Fixed Term Contract - End of Work Requirement				1		1
End of Fixed Term Contract - Other				1	1	2
Flexi Retirement				3		3
Mutually Agreed Resignation - Local Scheme with Repayment				7	3	10
Redundancy - Compulsory				2	1	3
Redundancy - Voluntary				1	1	2
Retirement - Ill Health					2	2
Retirement Age				11	15	26
Voluntary Early Retirement - no Actuarial Reduction					1	1
Voluntary Early Retirement - with Actuarial Reduction					1	1
Voluntary Resignation - Adult Dependants					2	2
Voluntary Resignation - Better Reward Package				1	1	2
Voluntary Resignation - Child Dependants				1	2	3
Voluntary Resignation - Health				3	1	4
Voluntary Resignation - Incompatible Working Relationships					1	1
Voluntary Resignation - Other/Not Known		1	1	50	23	75

Voluntary Resignation - Promotion		1		6		7
Voluntary Resignation - Relocation		1		29	7	37
Voluntary Resignation - To undertake further education or training				5	2	7
Voluntary Resignation - Work Life Balance				5		5
<b>Grand Total</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>148</b>	<b>86</b>	<b>238</b>
<b>% Total</b>	<b>0</b>	<b>1.26%</b>	<b>0.42%</b>	<b>62.18%</b>	<b>36.13%</b>	<b>100%</b>

## Appendix V

Extract from 2010 NHS National Staff Survey 2010: results from The Christie showing gender, disability and ethnic background comparisons

	GENDER		DISABILITY		ETHNIC BACKGROUND	
	Men	Women	Disabled	Not Disabled	White	Black & minority ethnic
<b>Staff Pledge 1: To provide all staff with clear roles, responsibilities and rewarding jobs</b>						
% Feeling valued by their work colleagues	82%	88%	80%	88%	86%	87%
<i>Effective team working</i>	3.84	3.88	3.91	3.87	3.88	3.80
% Using flexible working options	65%	77%	82%	72%	74%	67%

	GENDER		DISABILITY		ETHNIC BACKGROUND	
	Men	Women	Disabled	Not Disabled	White	Black & minority ethnic
<b>Staff Pledge 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed</b>						
% Feeling there are good opportunities to develop their potential at work	53%	50%	34%	54%	50%	56%
% Receiving job-relevant training, learning or development in last 12 months	72%	78%	76%	77%	77%	79%
% Appraised in last 12 months	79%	79%	80%	79%	79%	82%
% Appraised with personal development plans in last 12 months	68%	72%	68%	72%	71%	75%
<i>Support from immediate managers</i>	3.85	3.68	3.84	3.71	3.73	3.72
Number of respondents	111	300	56	349	368	40

## ADDITIONAL THEMES

	GENDER		DISABILITY		ETHNIC BACKGROUND	
<b>Staff satisfaction</b>	Men	Women	Disabled	Not Disabled	White	Black & minority ethnic
<i>Staff job satisfaction</i>	3.68	3.62	3.70	3.63	3.65	3.47
<i>Staff recommendation of the trust as a place of work or receive treatment</i>	4.13	3.69	4.03	4.00	3.99	4.18
<i>Staff motivation at work</i>	3.88	3.90	3.81	3.90	3.90	3.81

	GENDER		DISABILITY		ETHNIC BACKGROUND	
<b>Equality &amp; Diversity</b>	Men	Women	Disabled	Not Disabled	White	Black & minority ethnic
<i>% Believing the trust provides equal opportunities for career progression or promotion</i>	93%	95%	94%	95%	95%	96%
<b>Number of respondents</b>	111	300	56	349	368	40

## KEY

There are two types of key finding:

- percentage scores i.e. percentage of staff giving a particular response to one, or a series of, survey scores.
- scale summary scores, calculated by converting staff responses to particular questions into scores. For each of these scale summary scores, the minimum score is always 1 and the maximum score is 5.  
In the above tables, scale summary scores are shown in italics.

Data in this section of the Staff Survey is not weighted. Care should be taken not to over interpret the findings if scores in this section differ slightly; because of small numbers in these sub-groups, it may not be statistically significant.