

## WORKFORCE MONITORING REPORT 2016

Medway NHS Foundation Trust employed 4286 staff equating to 3723.21 full time equivalent positions as at 31 March 2016. This report provides a summary of the diversity by protected characteristic of the workforce as at 31 March 2016 and considers any changes since the 2015 report.

### Context

In 2015 the Trust provided its first Workforce Diversity report since 2012. The report identified the following key points:

- Age – Differences in the age profile by staff group with Admin & Clerical and Estates & Ancillary workers with proportionately older workforces, and Medical & Dental and Additional Professional Scientific and Technical staff proportionately the youngest workforce. Band 2 had a proportionately younger workforce.
- Ethnicity – Medical & Dental staff group and Band 5 pay band were the most diverse groups. There were some differences between BME and White candidates at different stages of the recruitment process. BME leavers were in proportion with the headcount profile.
- With the exception of Medical & Dental Staff, all staff groups were majority female, with well over 70% female staff with Nursing and Midwifery being the least diverse staff group by gender (90%). Medical & Dental staff were disproportionate at just over 2 in 5 staff being female with a higher proportion at junior doctor level. Male applicants accounted for nearly 30% of applicants but this dropped to approximately 20% at both shortlisting and appointment stage.

### Data

All Trust data has been provided from the following sources:

- Electronic Staff Record (ESR)
- TRAC electronic recruitment system
- Annual NHS Staff Survey (37.2% response rate)
- Trust employee relation case records

For the purposes of benchmarking, data for the Trust has been compiled from information on the 2011 Census for the Medway Unitary Authority (Council)<sup>1</sup> area and to an average from across NHS organisations within Kent, Surrey and Sussex as at October 2014<sup>2</sup>.

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<sup>1</sup> <http://www.ons.gov.uk/ons/guide-method/census/2011/census-data/index.html> & <http://www.ons.gov.uk/ons/rel/census/2011-census/key-statistics-and-quick-statistics-for-local-authorities-in-the-united-kingdom---part-1/index.html>

<sup>2</sup> NHS Equalities Data October 2014- Health & Social Care Information Website  
<http://www.hscic.gov.uk/media/16805/NHS-equalities-data-October-2014/xls/nhs-equalities-data-Oct14.xlsx>

## Limitations in data

It was recognised in last year's report that there were gaps in data in a number of areas e.g. around disability, religion and sexual orientation for significant numbers of staff, which made it difficult to draw meaningful conclusions. There are still some gaps in data and therefore this report provides an analysis on the following protected characteristics; age, disability, race (ethnicity), religion or belief, sex (gender) and sexual orientation. It does not provide an analysis on gender reassignment, marriage and civil partnership, and pregnancy and maternity.

The Trust has taken steps this year to improve the completeness of data by improving its data within the electronic staff record (ESR) and by introducing an electronic recruitment system (TRAC) which records equality and diversity data for new non- medical starters. However, there still is improvement to be made including a rollout of the TRAC system to all new medical starters and improvement in recording where multiple appointments are made from a single advert. Accordingly the data on recruitment in this report relates to the post implementation period for TRAC and is therefore based on part year performance (from September 2015). As such data quality has improved since last year but will be at best indicative and might be inaccurate.

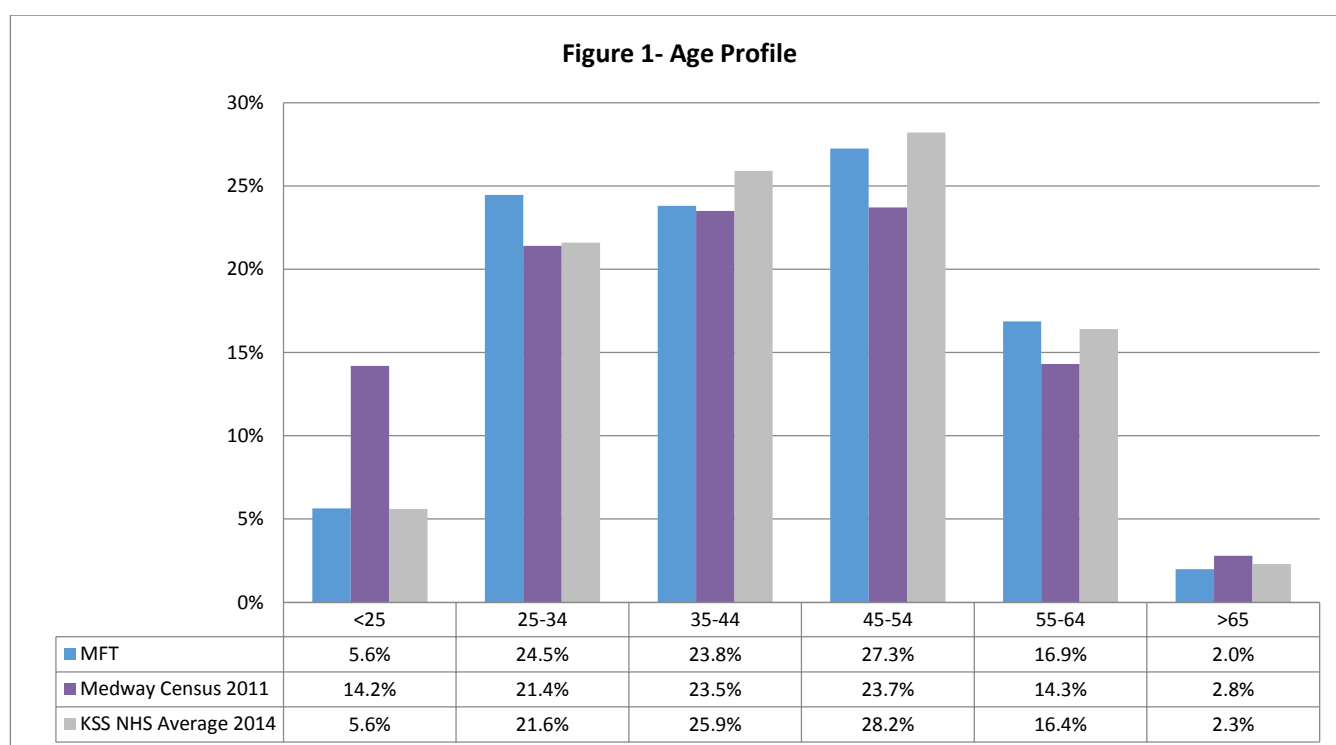
There were 13 formal disciplinary cases in 2015/16. This means that the sub-samples of this are too small to draw any meaningful conclusions in relation to any specific group. This report does not, therefore consider these.

The Trust will continue to improve its data capture and analysis and improve reporting for future reports.

## PROTECTED CHARACTERISTICS

### 1. Age

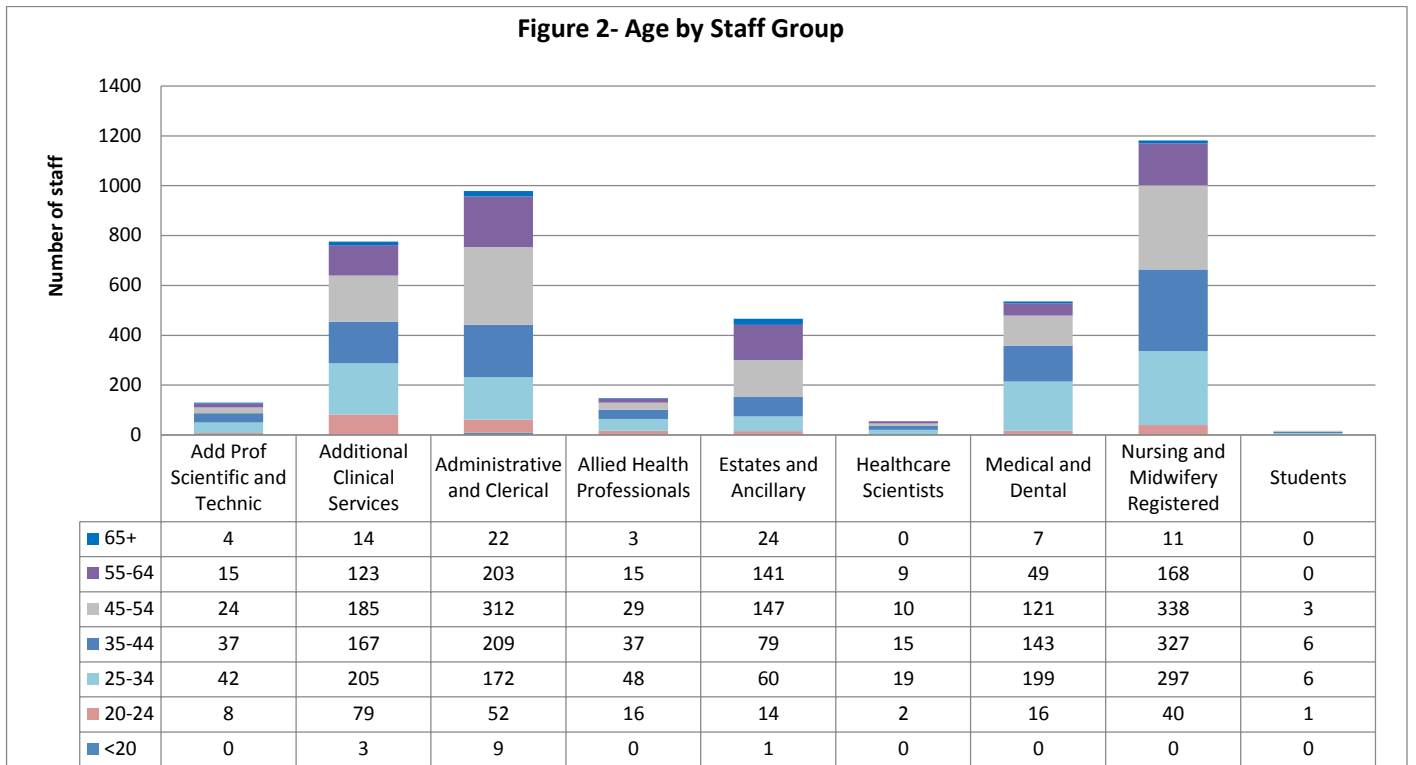
The age profile of the Trust's staff is similar to the average for the Kent, Surrey and Sussex NHS across all age bands and is broadly consistent with the local Medway working population (Figure 1). The proportion of under 25's in the Trust (5.6%) is much lower than the local working population (14.2%) which is largely due to the large number of roles which require graduates, higher qualifications or advanced training. This is consistent with other NHS organisations nationally. The age profile is consistent with last year's age profile, with no significant changes to any age group.



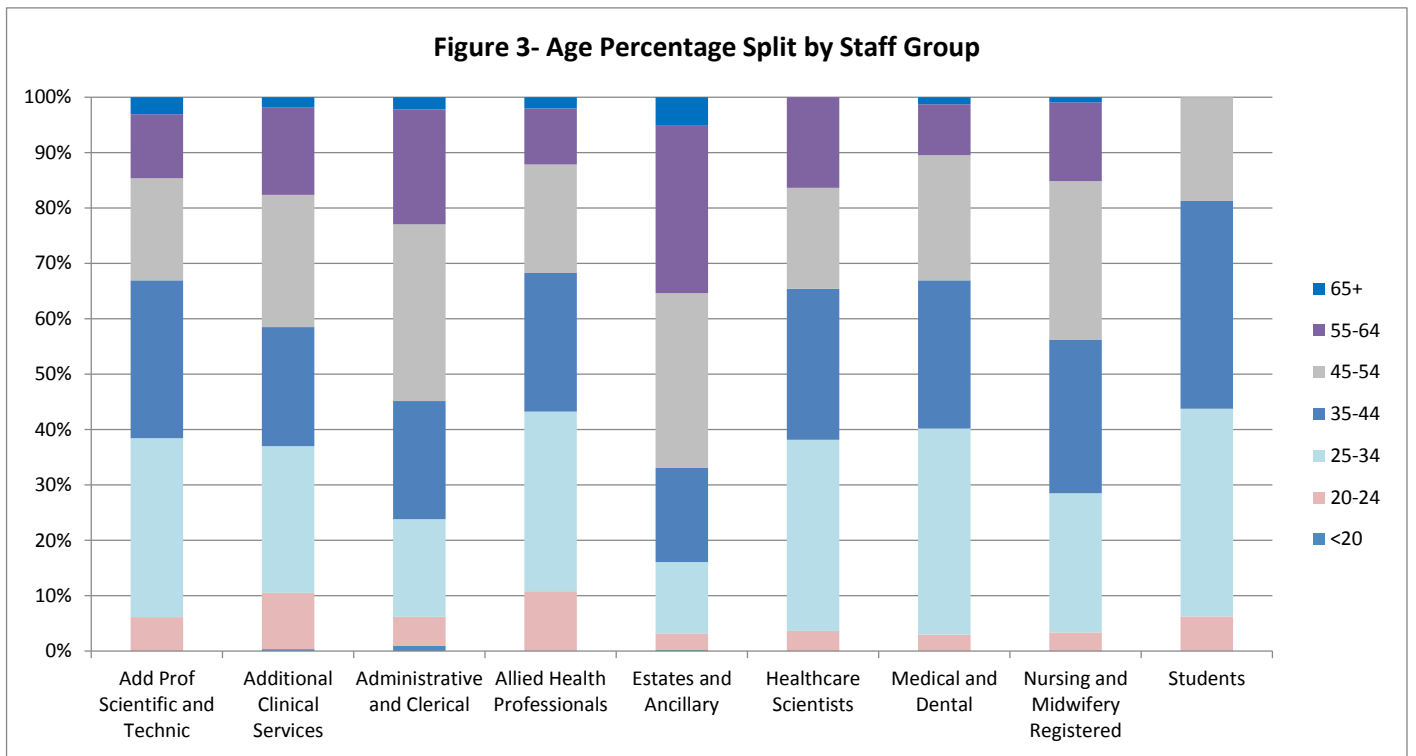
### Age by Staff Group

Figures 2 and 3 shows that Estates and Ancillary workers and Admin and Clerical workers are proportionately older workforces (66.95% and 54.85% over 45 years old) and Students being proportionately younger (81.3% under 45 years old). There are no significant differences from last year.

**Figure 2- Age by Staff Group**



**Figure 3- Age Percentage Split by Staff Group**



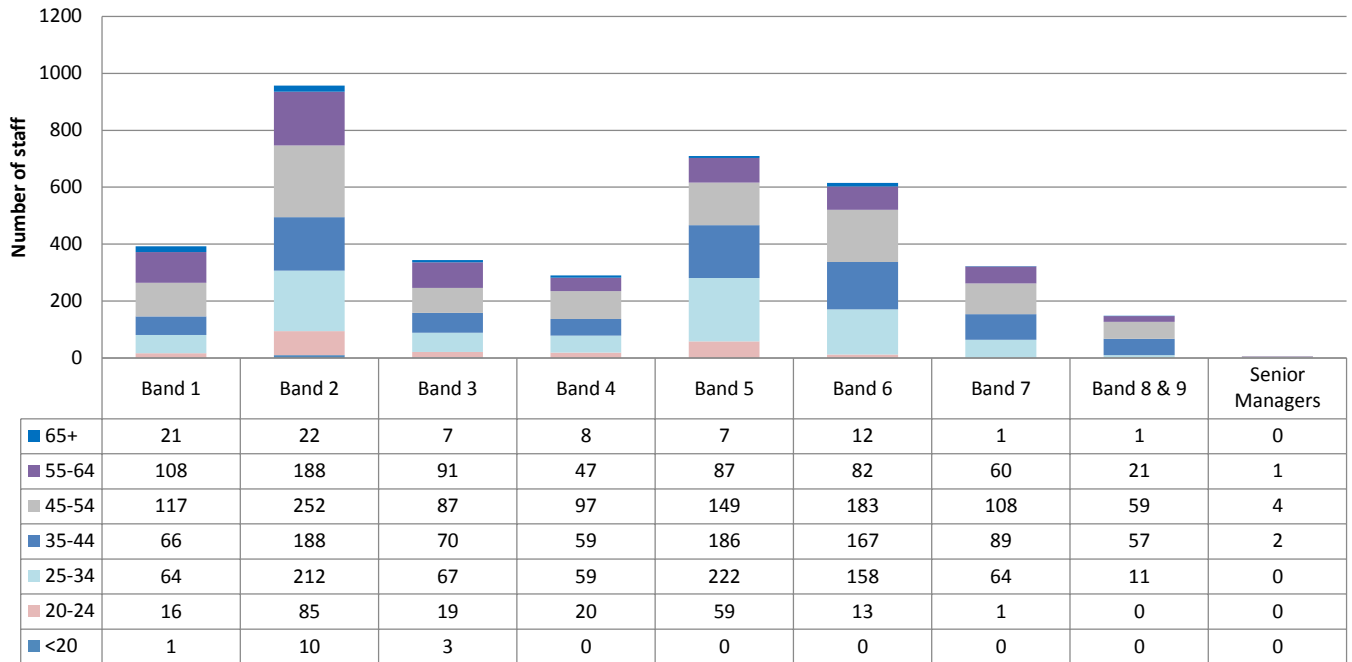
**Age Profile by Band (non-medical)**

The age profile by Band is reflective of the overall Trust age profile with the following exceptions:

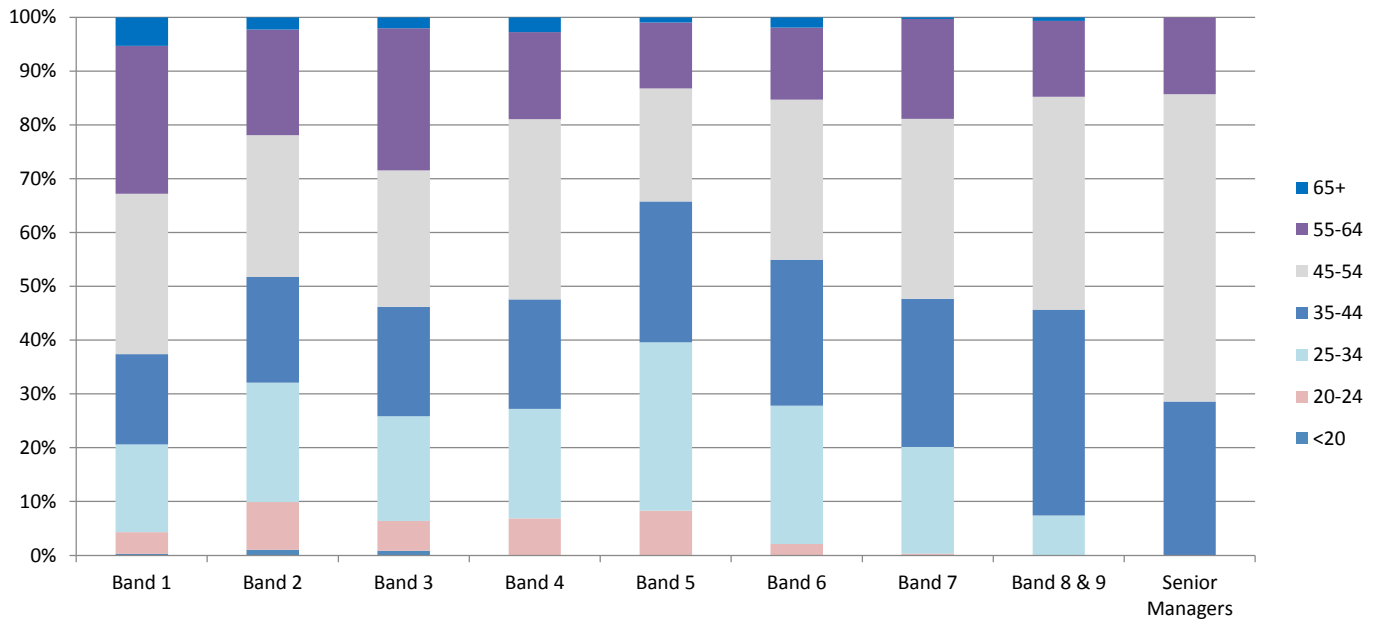
- Band 1 and 3 show a higher proportion at 55-64 years (27.48% and 26.45% respectively) than the average Trust age profile for this age group (16.9%)

- Band 5 are proportionally the youngest workforce with 65.77% under 45 years old compared to the Trust average of 53.9% under 45 years
- Band 8 has a higher proportion of 35-54 year olds (77.85%) than the Trust average (51.1%) and a lower proportion of 25-34 years (7.38% compared to 24.1% Trust average) which is to be expected given the seniority of the roles and the qualification level and experience required at this level.

**Figure 4 - Age by Band (Non-Medical)**



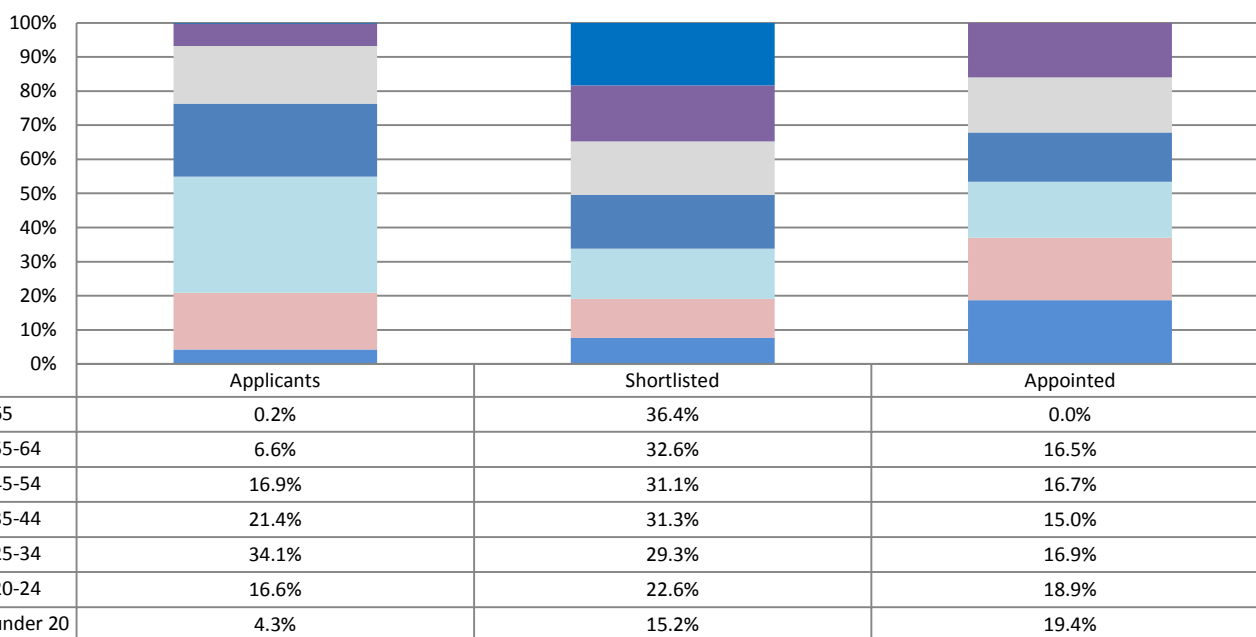
**Figure 5 - Age Percentage Split by Band (Non-Medical)**



## Recruitment process by age

There were some differences in terms of age in regard to applicants, shortlisted and appointed candidates. The largest proportion of applicants were aged between 25 and 34. There was a lower proportion of younger applicants shortlisted than other age groups (15.2% of under 20 compared to 28.55% Trust average) although once shortlisted there was a higher proportion appointed (19.4% compared to 16.6% Trust average).

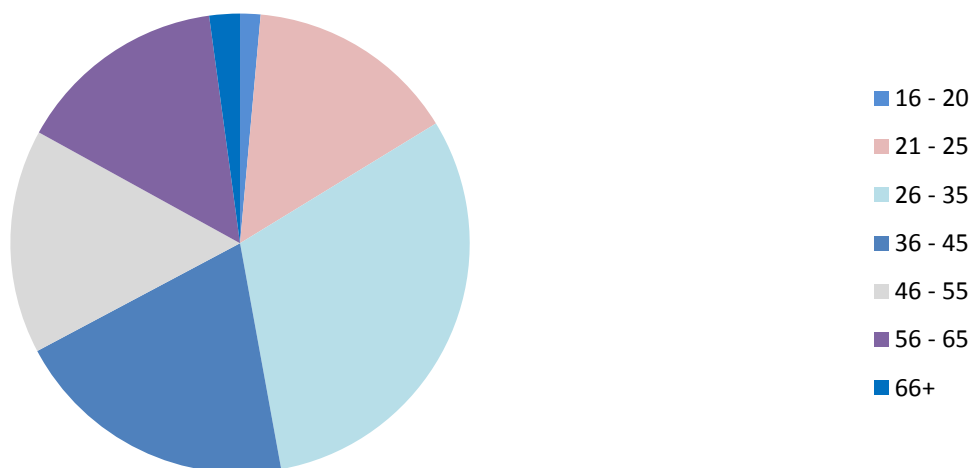
**Figure 6 - Age through recruitment process**



## Turnover by age

There was a higher proportion of unplanned leavers of staff aged 26-35 (30.9%) with the proportion being smaller for the youngest and oldest age groups (16-20 and 66+).

**Figure 7 - % of unplanned leavers by age**



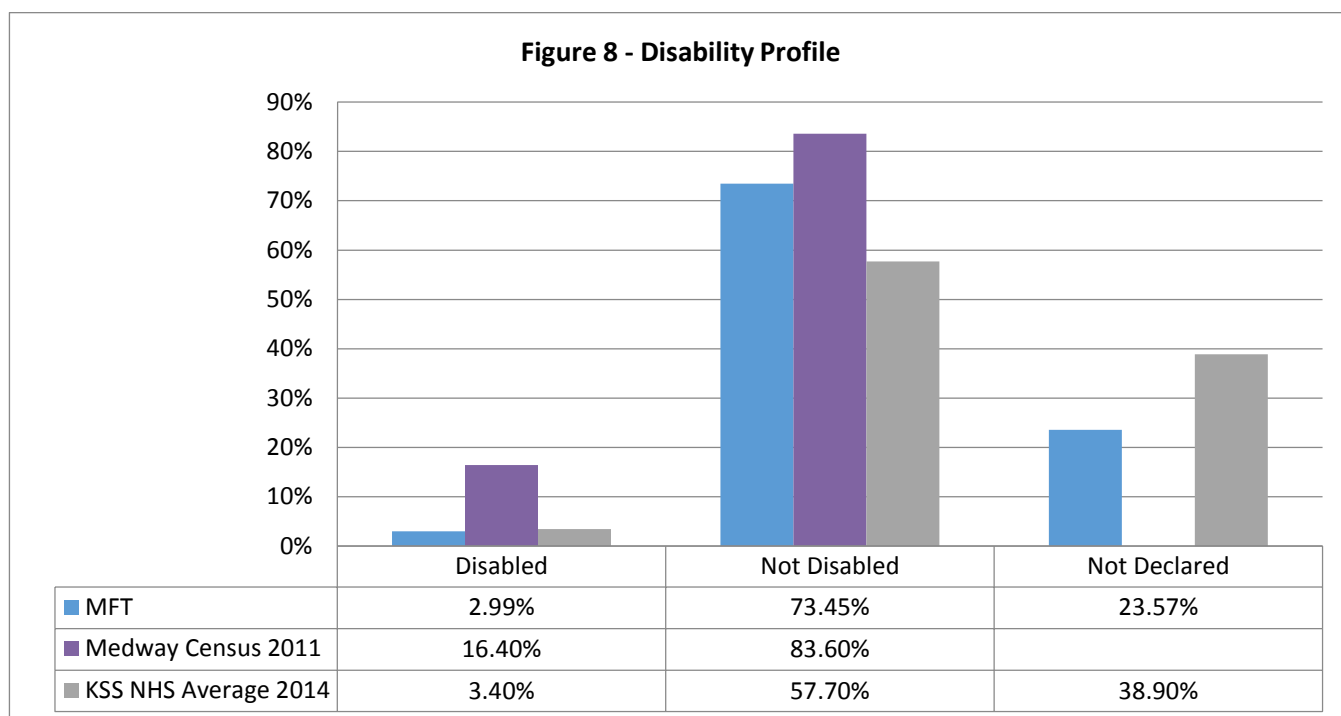
## Staff survey results

The Staff Survey results show some differences for some of the key findings (KF) by age group. Staff aged under 40 are less likely to be motivated at work (KF4), staff between 16 and 30 are less likely to work extra hours (KF16), feel more pressurised to attend work when feeling unwell (KF18) but consider the organisation and management interest in and action on health/ wellbeing to be highest amongst the age groups (KF19).

Staff between 16 and 30 are more likely to experience physical violence (KF22) and more likely to experience harassment, bullying or abuse from patients, relatives or the public (KF25). Staff between 31 and 40 are less likely to report violence (KF24) but more likely to report harassment, bullying or abuse (KF27). Staff under 40 are likely to experience harassment, bullying or abuse from staff (KF26). Staff between 16 and 30 are more likely to witness potential errors, near misses or incident but less likely to report them (KF28 and KF29).

## 2. Disability

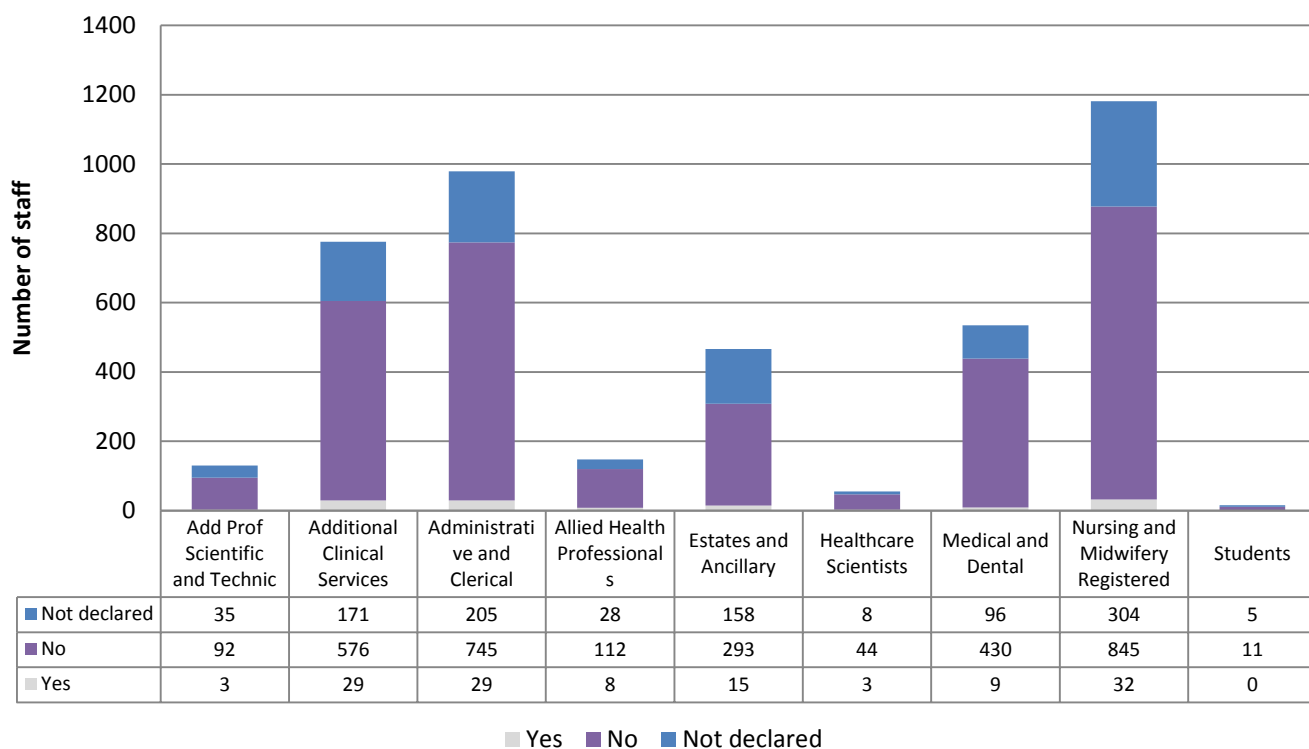
The proportion of staff with a disability is similar to that of KSS NHS average but lower than the local population. The level of non-disclosure within the Trust, whilst substantial is significantly lower than the average across the NHS in Kent, Surrey & Sussex (38.9%).



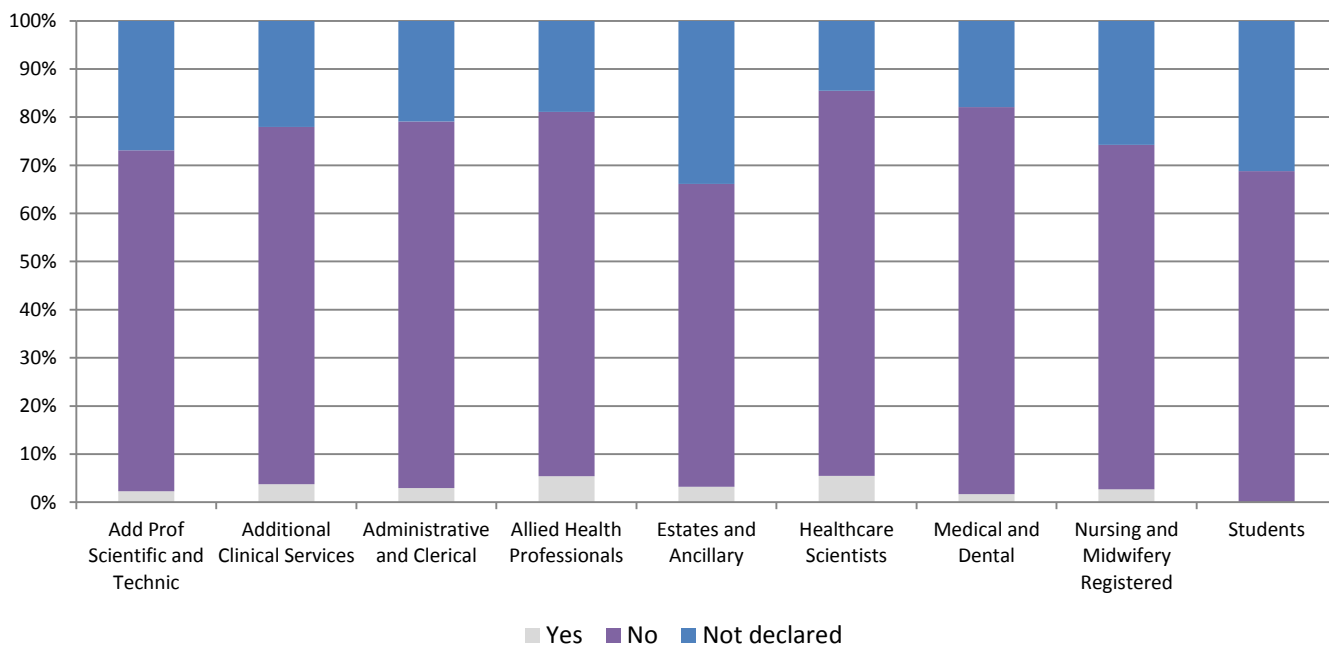
### Disability by Staff Group

There are 128 staff who declared that they are disabled. Figures 9 and 10 shows that there is a higher proportion of disabled Healthcare Scientists and Allied Health Professionals staff.

**Figure 9- Disability by staff group**



**Figure 10- Disability Percentage Split by Staff Group**

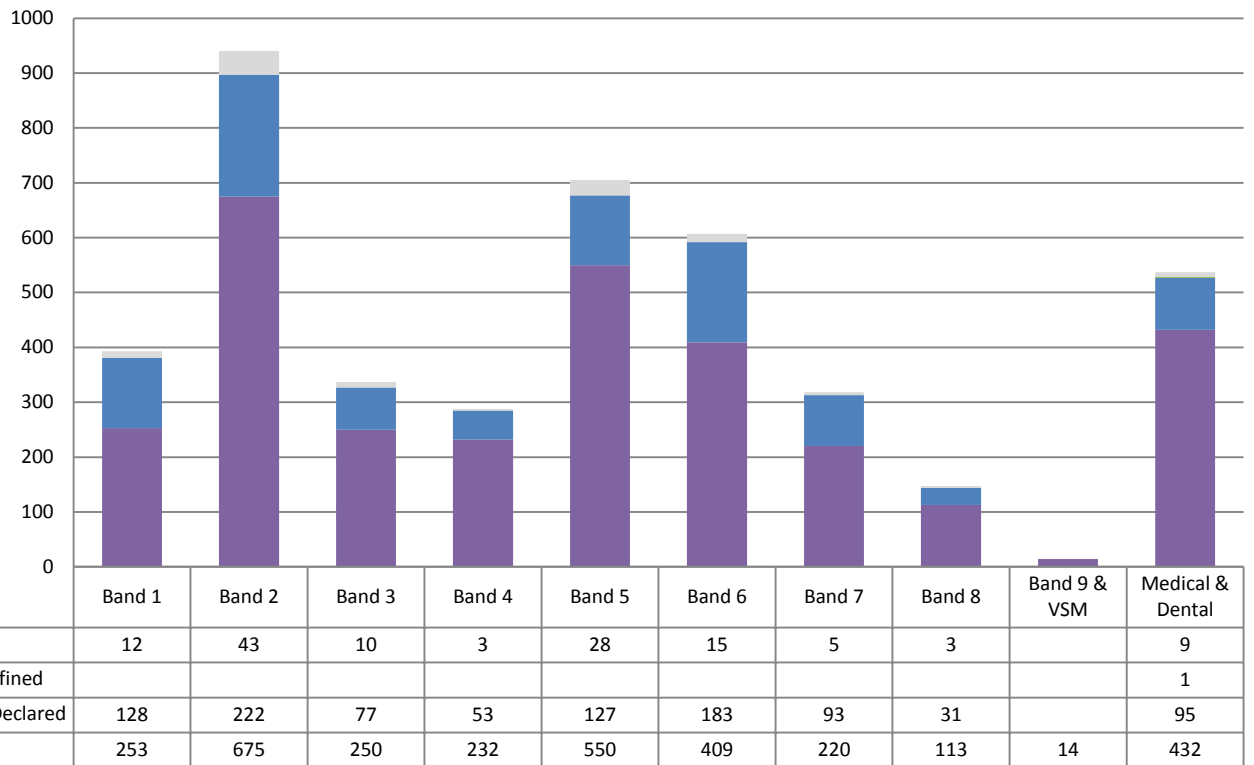


### Disability by Band

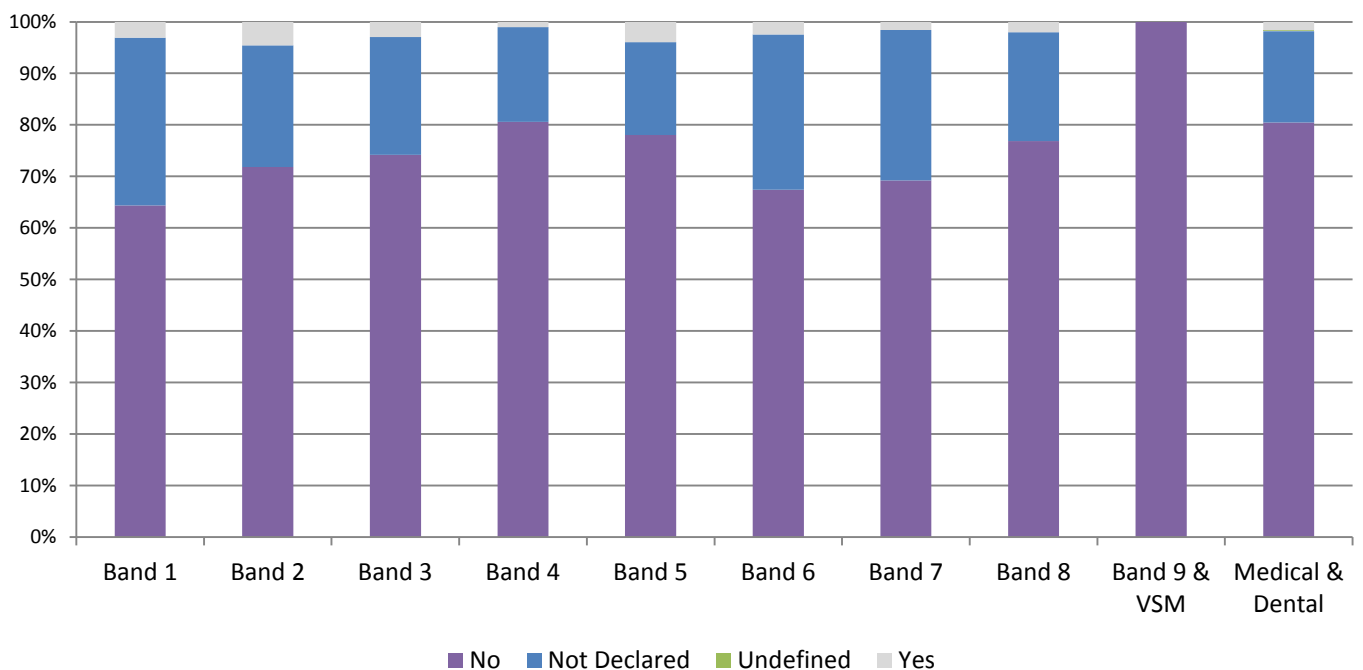
There are a higher number of disabled staff at Band 2 and Band 5. There are no senior managers who are disabled.



**Figure 11- Disability by Band**



**Figure 12- Disability Percentage split by Band**

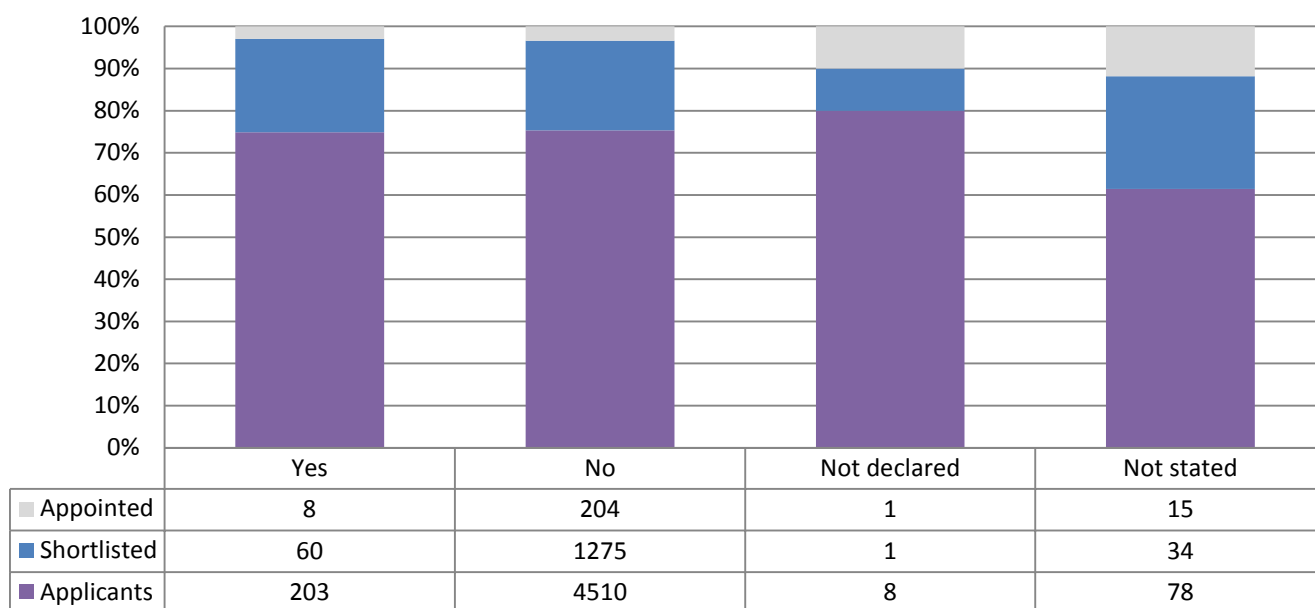


### Recruitment process by disability

There were a much smaller number of disabled applicants (4.2%) compared to non-disabled applicants (94% of all applicants). This is higher than the KSS NHS average staff (3.4%) and the Trust average staff (2.99%) but not representative of the local

population (16.4% based on Census information). There was very little difference in the proportion of applicants through the recruitment process for disabled and non-disabled staff; both groups having a slight reduction at appointment stage (3.5% and 89.5% respectively).

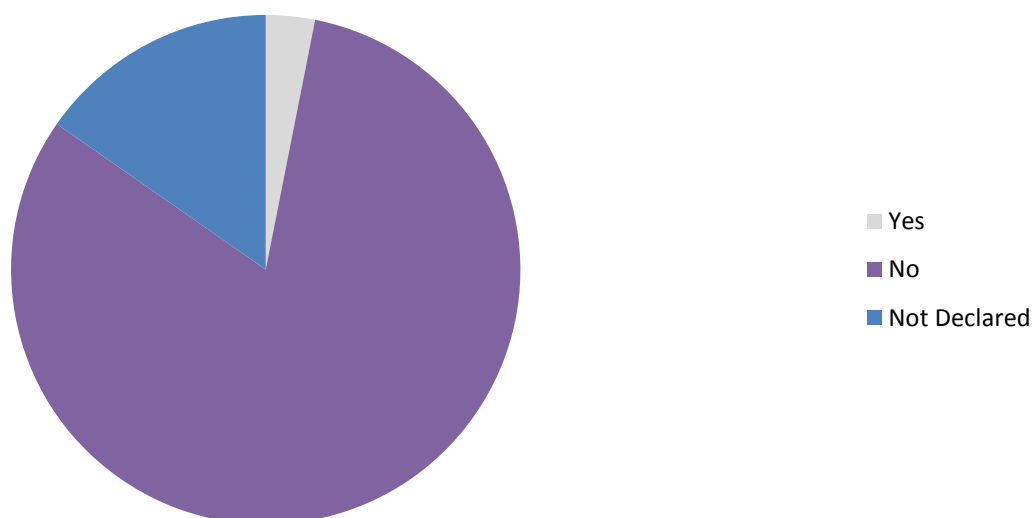
**Figure 13- Disability through recruitment process**



### Turnover by disability

There was a higher proportion of unplanned leavers for non-disabled staff (81.58%) than the proportion of non-disabled staff in the Trust (75.88%). There was no significant difference for disabled staff compared to disabled staff in the Trust (3.11% unplanned leavers compared to 2.99% disabled staff in the Trust).

**Figure 14- % unplanned turnover by disability**



## Staff Survey results

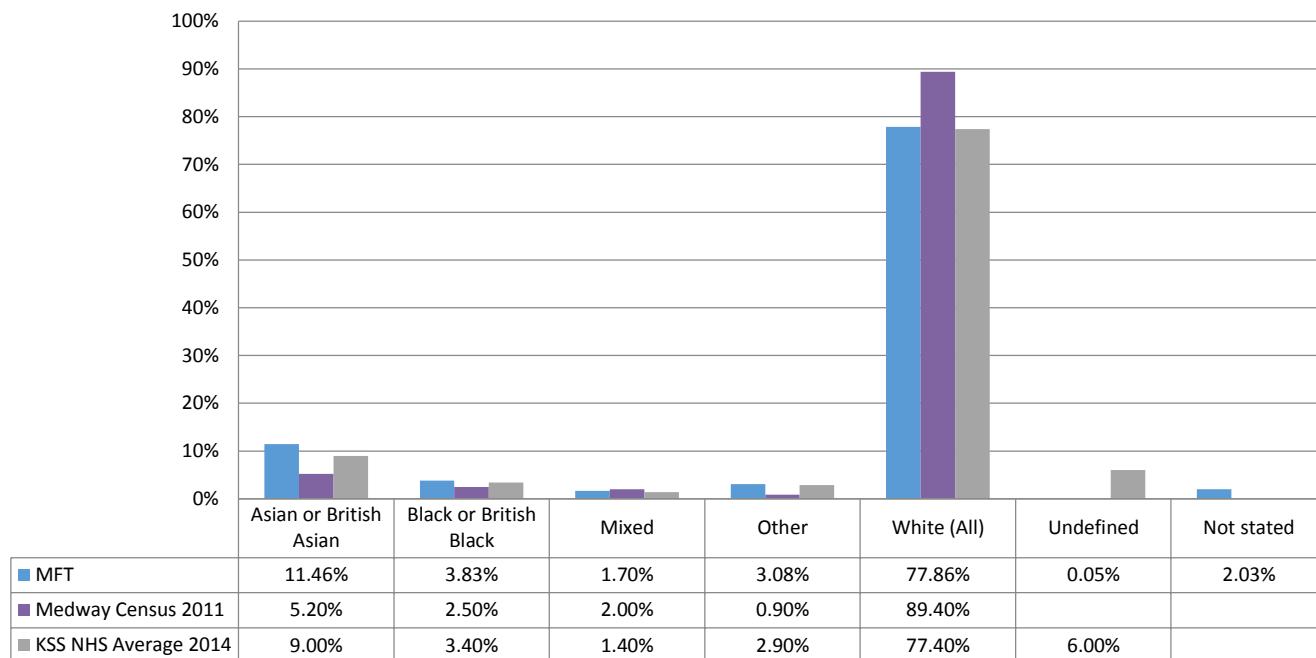
The number of staff who declared that they had a disability from the Staff Survey was 265. This is higher than the number of staff who are identified as disabled on the Electronic Staff Record.

The NHS Staff Survey results show that over a number of the key findings (KF) that our disabled staff are less likely to have clear roles, responsibilities or rewarding jobs (KF4, KF8, and KF14), less likely to have development or access to appropriate education and training for their jobs and line management support (KF10 and KF13), less likely to have support and opportunities to maintain their health, well-being (KF17 and KF18), more likely to experience harassment, bullying or abuse from patients, relatives, the public or staff (KF25 and KF26) and less likely to consider that there is fairness and effectiveness of errors and incidents when compared to the Trust average (KF30 and KF31).

### 3. Ethnicity

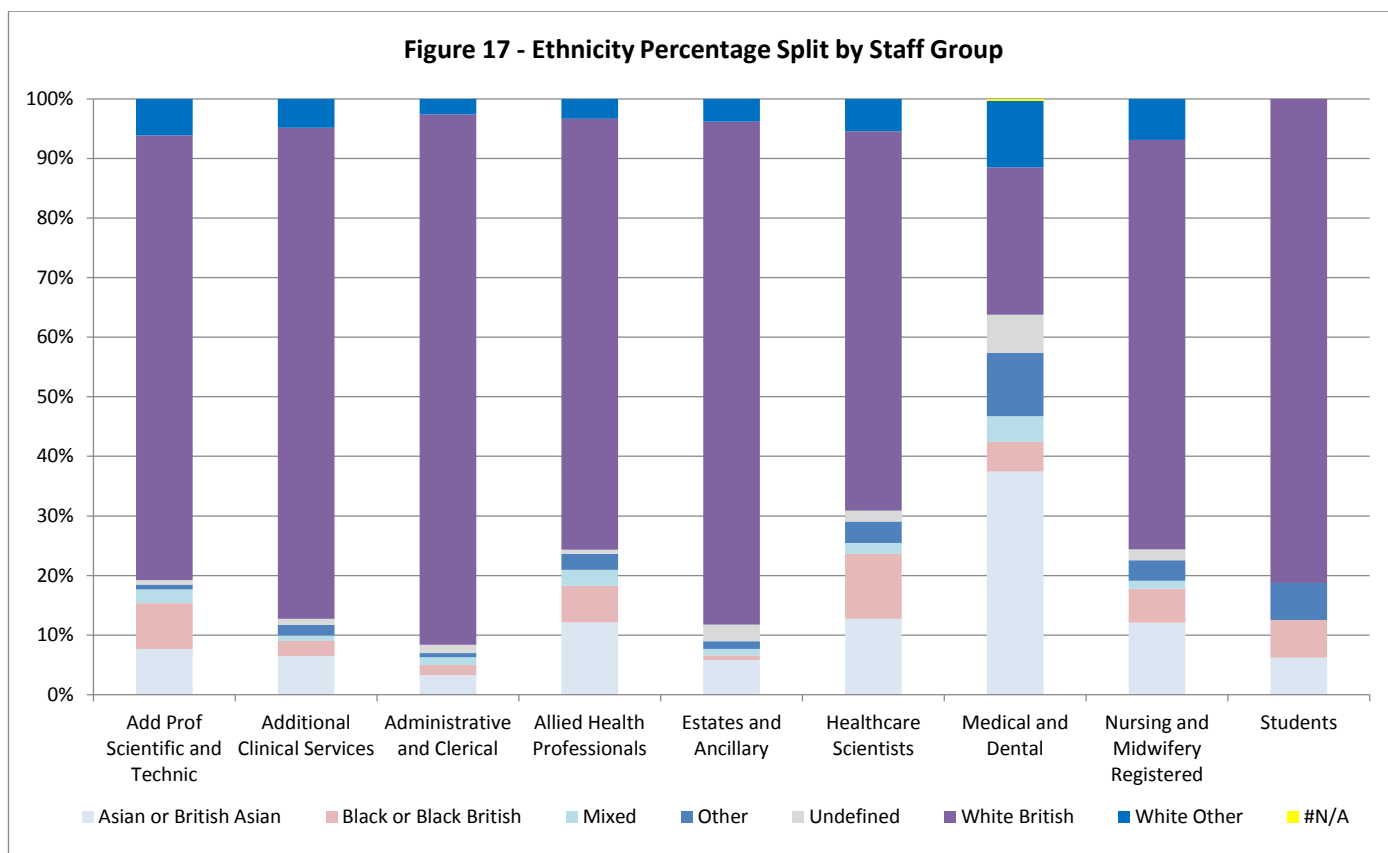
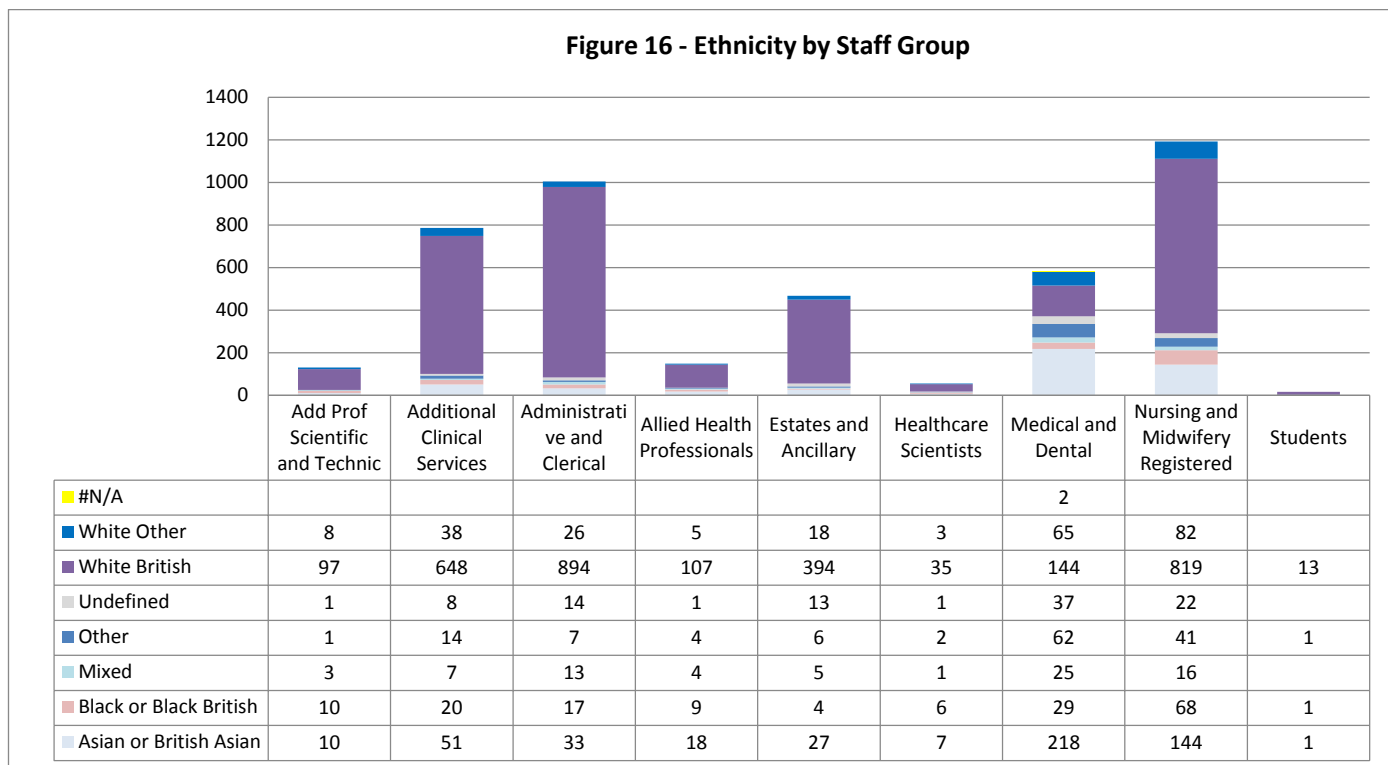
In common with many NHS organisations, the Trust's workforce is significantly more diverse than the local population with around 20% of the workforce coming from Black and Minority Ethnic (BME) backgrounds, compared to 11% of the population. The Trust's profile across all ethnic backgrounds is close to the average for Kent, Surrey and Sussex NHS Organisations.

Figure 15: Ethnicity Profile



## Ethnicity by Staff Group

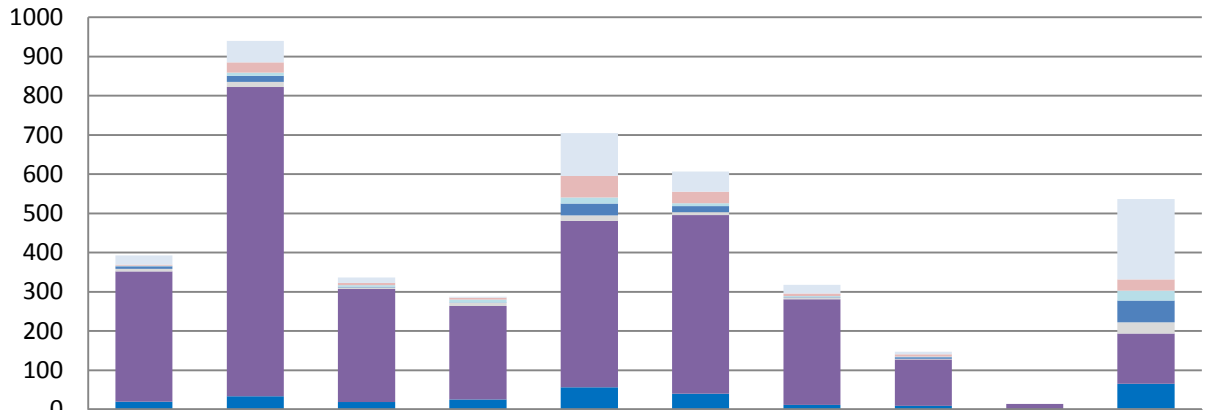
Figure 16 and 17 show that the Medical & Dental staff group is by far the most diverse group with 64% from BME backgrounds, compared to the Trust average of 20%.



## Ethnicity by Band

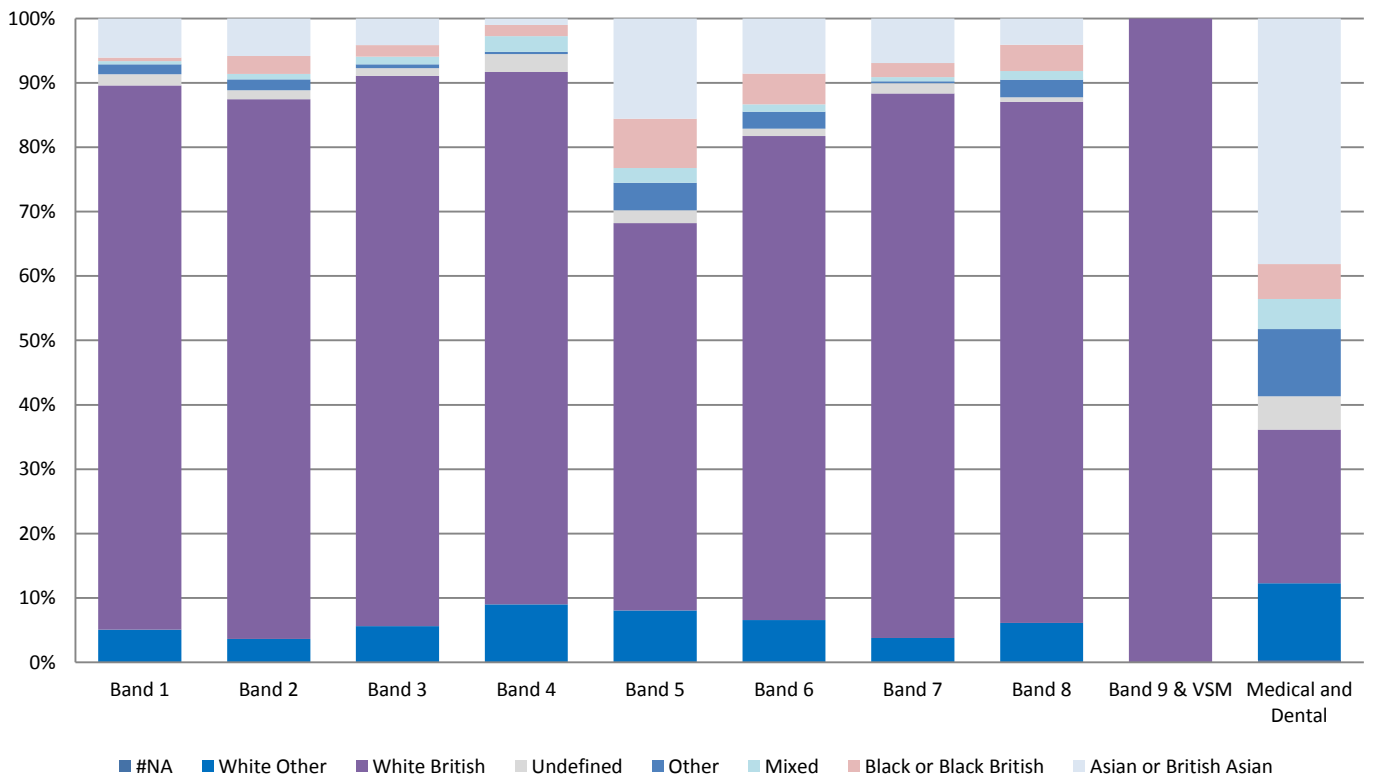
The most diverse band (besides Medical and Dental) is Band 5 (37%). The less diverse band is Band 9 and VSM (Senior managers) with no BME staff.

Figure 18- Ethnicity by Band



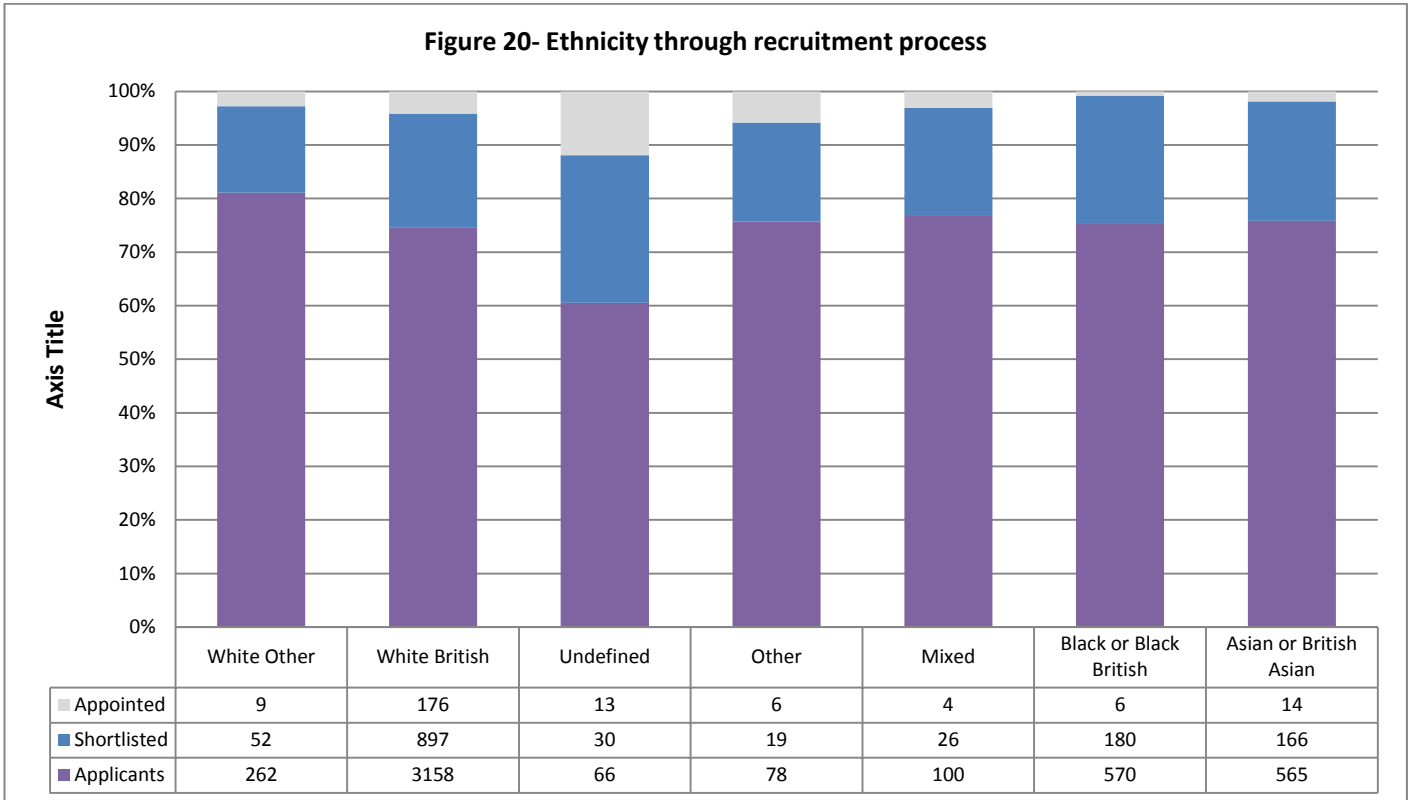
	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9 & VSM	Medical and Dental
Asian or British Asian	24	55	14	3	110	52	22	6	0	205
Black or Black British	2	26	6	5	54	29	7	6	0	29
Mixed	2	8	4	7	16	7	2	2	0	25
Other	6	16	2	1	30	16	1	4	0	56
Undefined	7	13	4	8	14	7	5	1	0	28
White British	332	788	288	238	424	456	269	119	14	128
White Other	20	34	19	26	57	40	12	9	0	64
#NA										2

Figure 19- Ethnicity Percentage split by Band

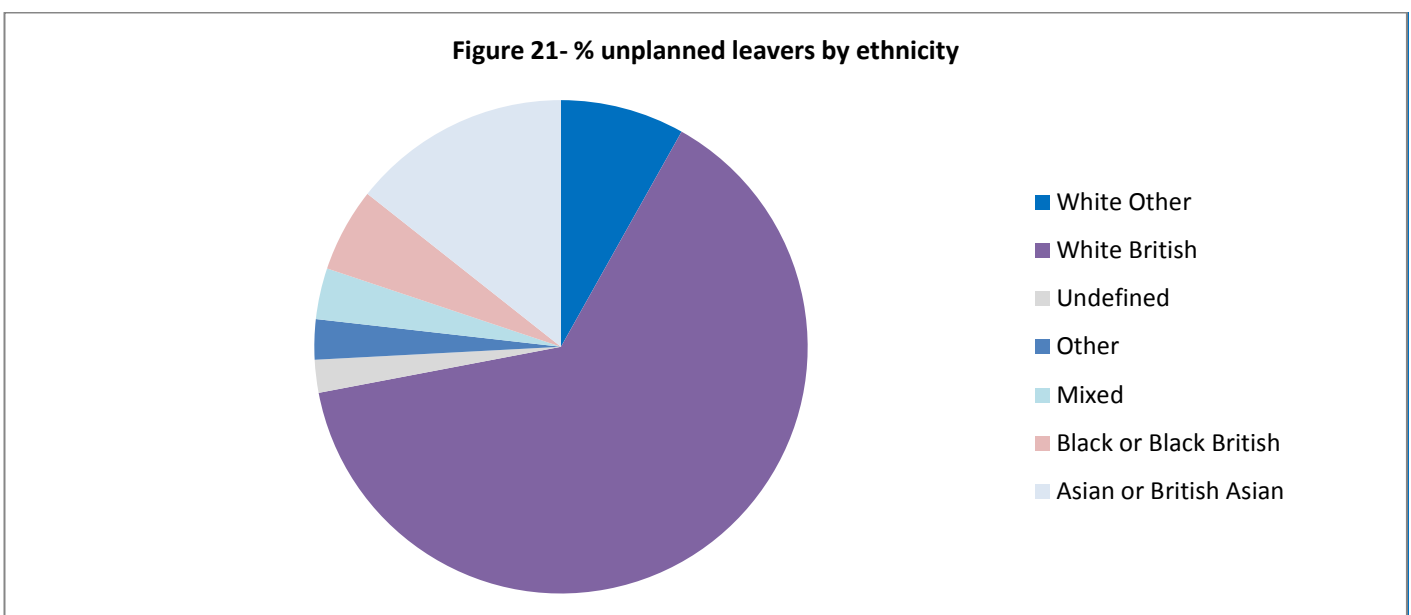


## Recruitment process by ethnicity

32.8% of all applicants were from a BME background; this is higher than the proportion of BME staff in the Trust (20%). There was no significant differences for either White or BME staff between application and shortlisting. However there was a difference at appointment stage (14.9% appointed BME compared to 32.3% shortlisted, 77.2% appointed White staff compared to 65.5% shortlisted).



## Turnover by Ethnicity



BME staff accounted for 34.5% of unplanned leavers during the year compared to a BME Trust headcount of 20% whereas 63.9% of unplanned leavers were White compared to 77.86% of all Trust staff. Asian or Asian British staff accounted for the largest proportion of BME unplanned leavers (13.6% compared to 11.5% Trust staff).

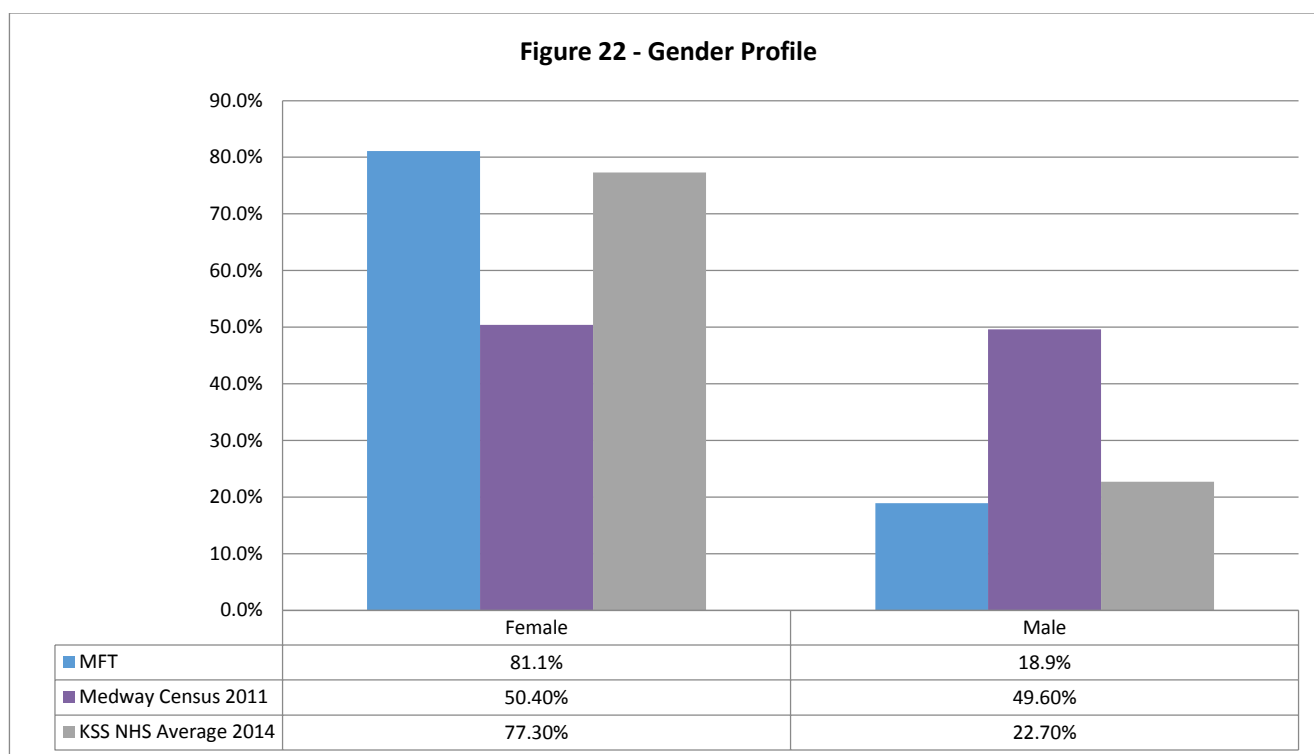
## Staff Survey results

The Staff Survey results show that there are differences on a number of the key findings (KF). Our BME staff are more likely to have clear roles, responsibilities or rewarding jobs (KF1, KF2, KF4, KF5, KF8 and KF14), have better quality of appraisals and non- mandatory training, learning or development (KF12 and KF13), less pressure to attend work when unwell (KF17 and KF18) and consider that the organisation and management interest in health and wellbeing is higher than peers (KF19).

However BME staff are more likely to report violence (KF25), experience discrimination at work (KF20) and less likely to believe that the organisation provides equal opportunities for career progression/ promotion (KF21).

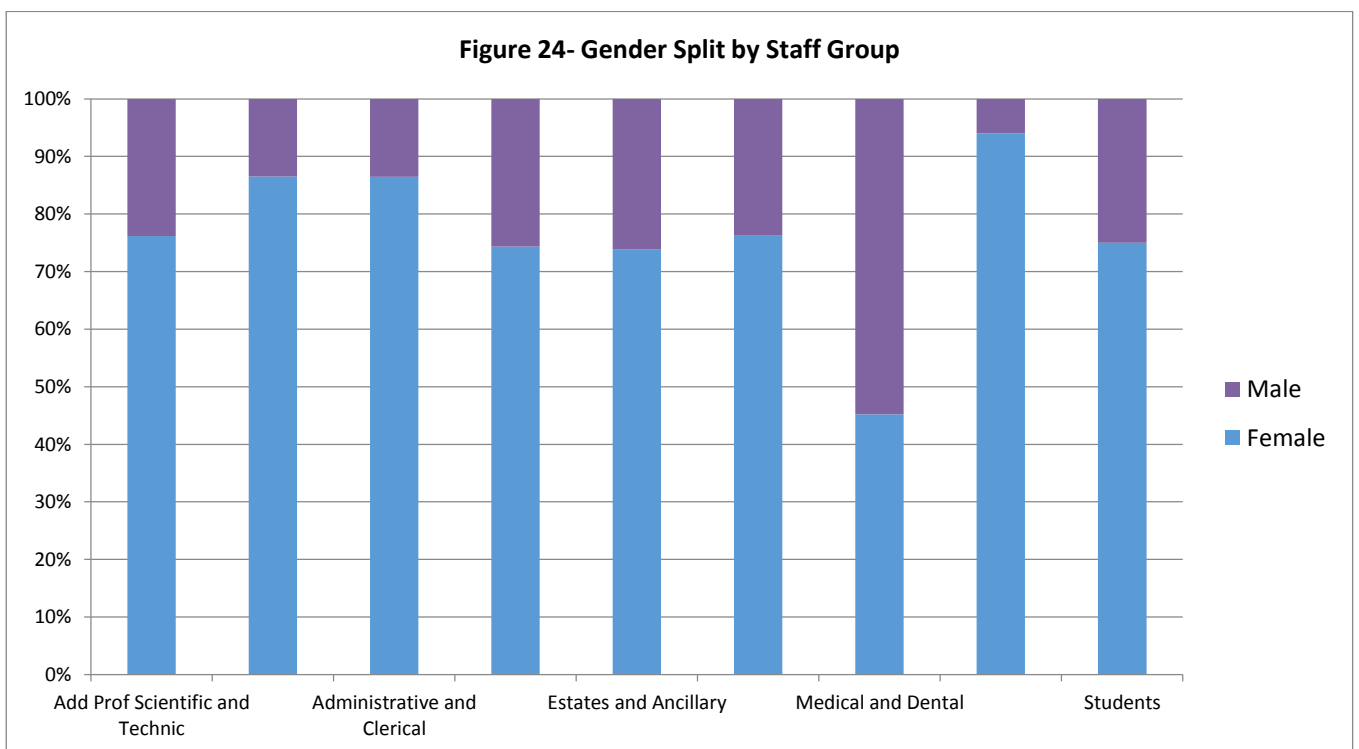
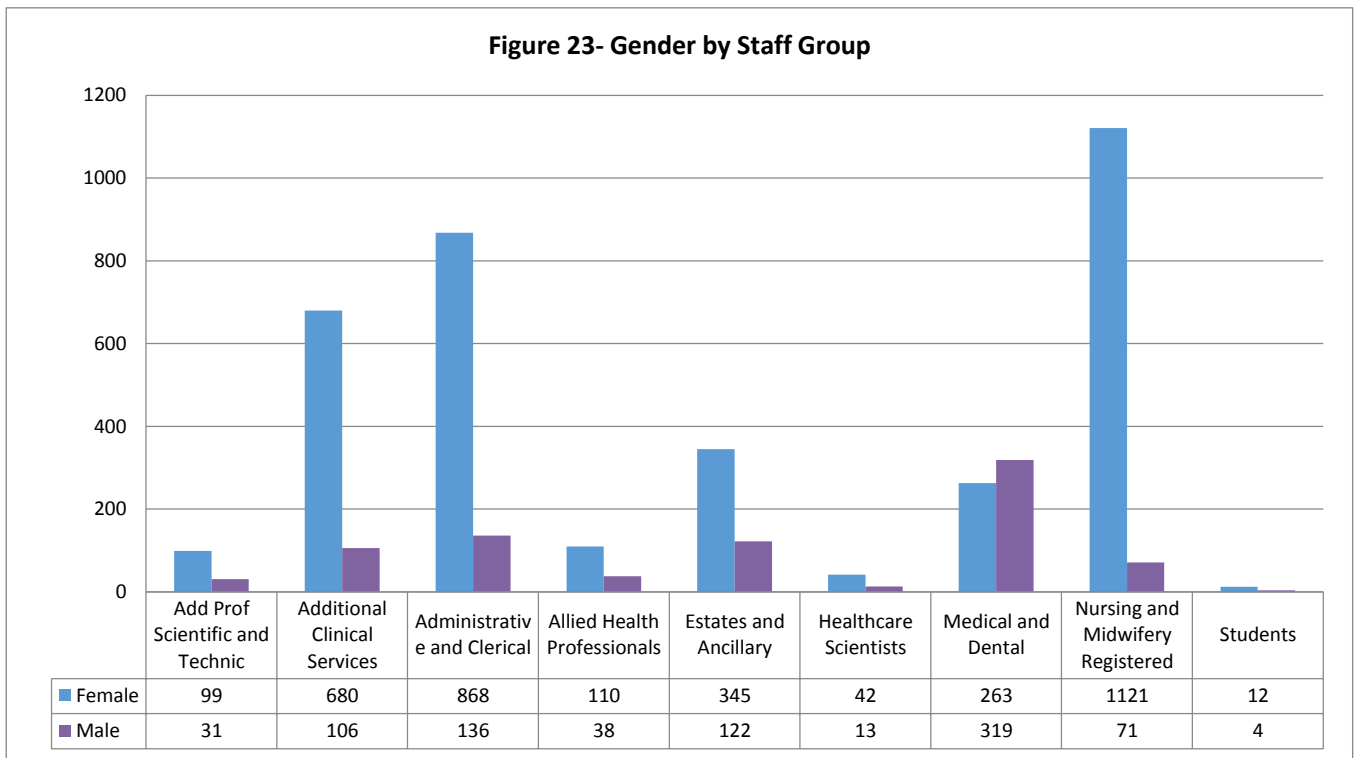
## 4. Gender

The gender profile of the Trust' staff is predominately female (81.1%) and is not in line with the local population (50.40%). A higher percentage of female employees is the norm within NHS organisations although the the Trust employs a slightly higher percentage of female employees than the average within Kent, Surrey and Sussex NHS organisations (77.30%).



## Gender by Staff Group

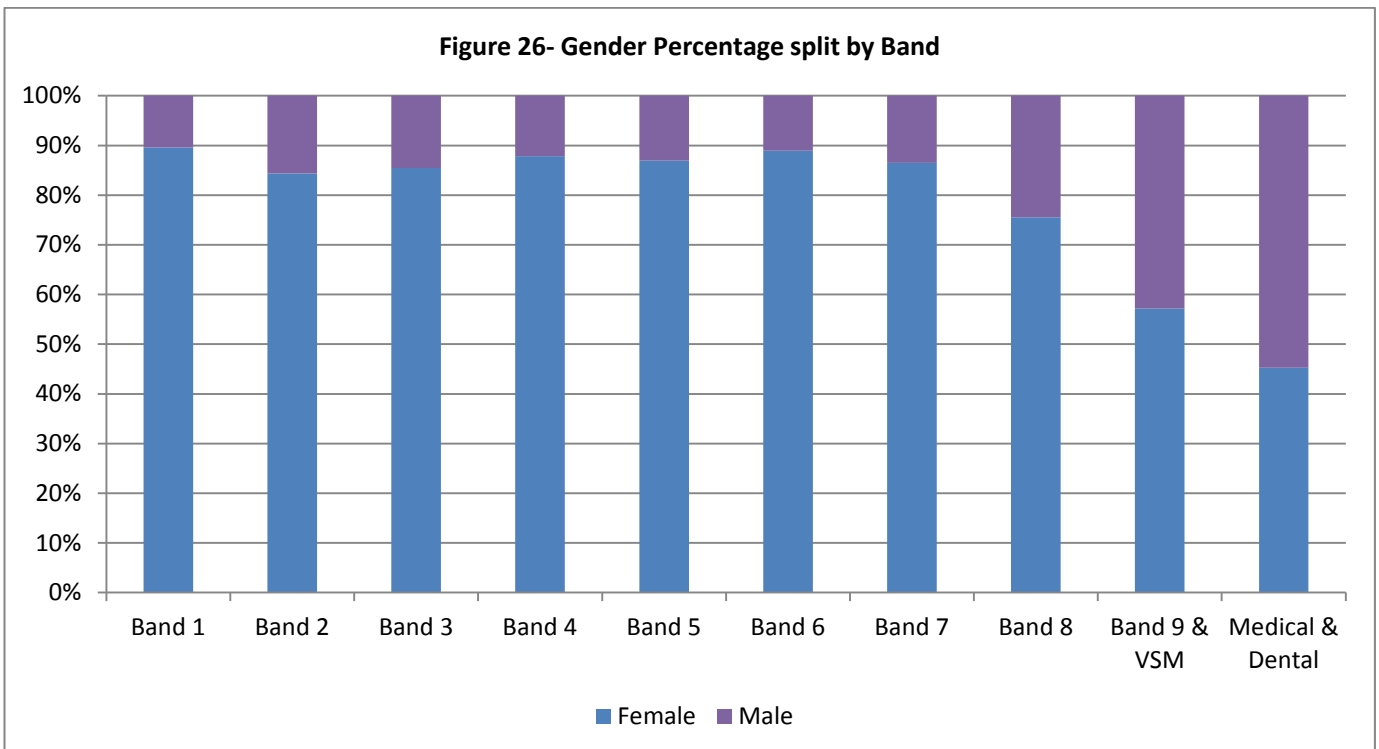
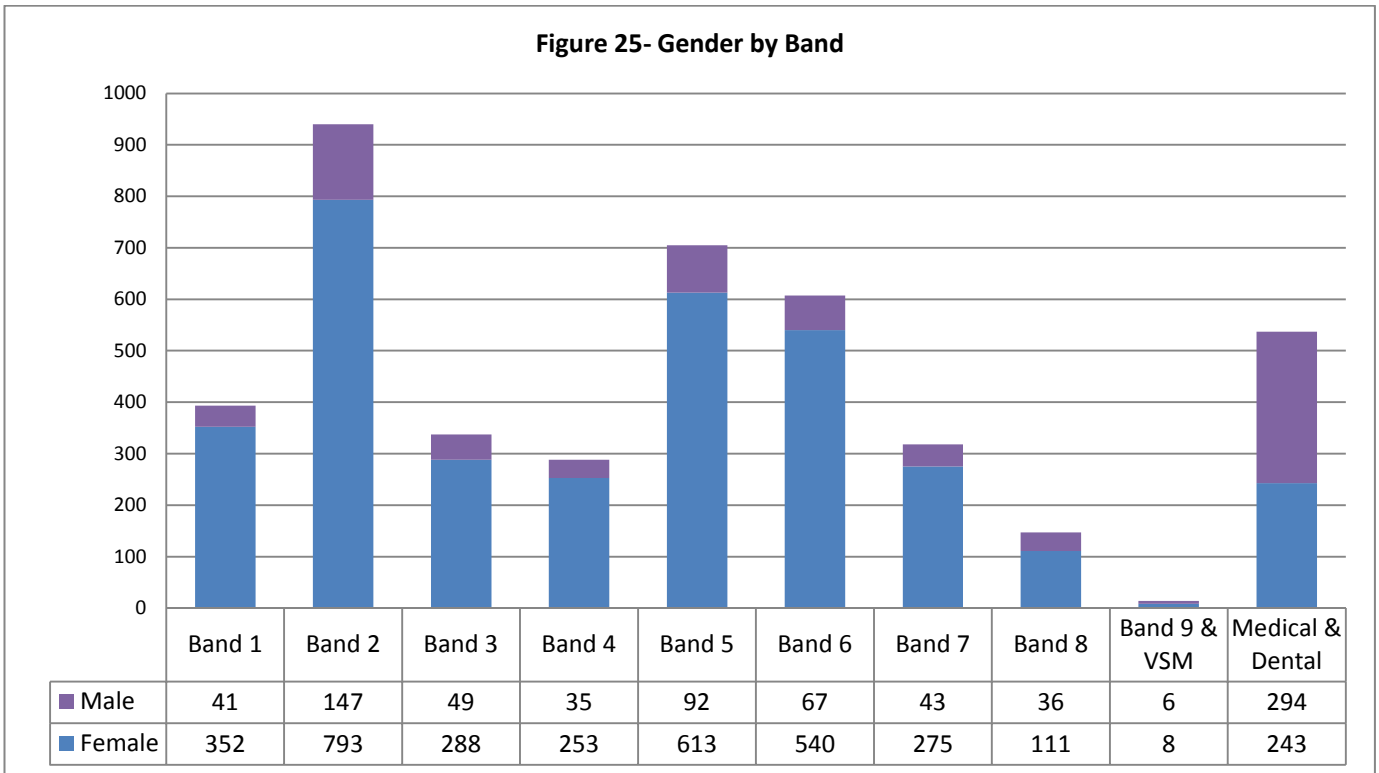
With the exception of Medical and Dental Staff, all staff groups are majority female, with over 70% female staff. Nursing and Midwifery, with 94.1% female staff, is the least diverse staff group by gender.





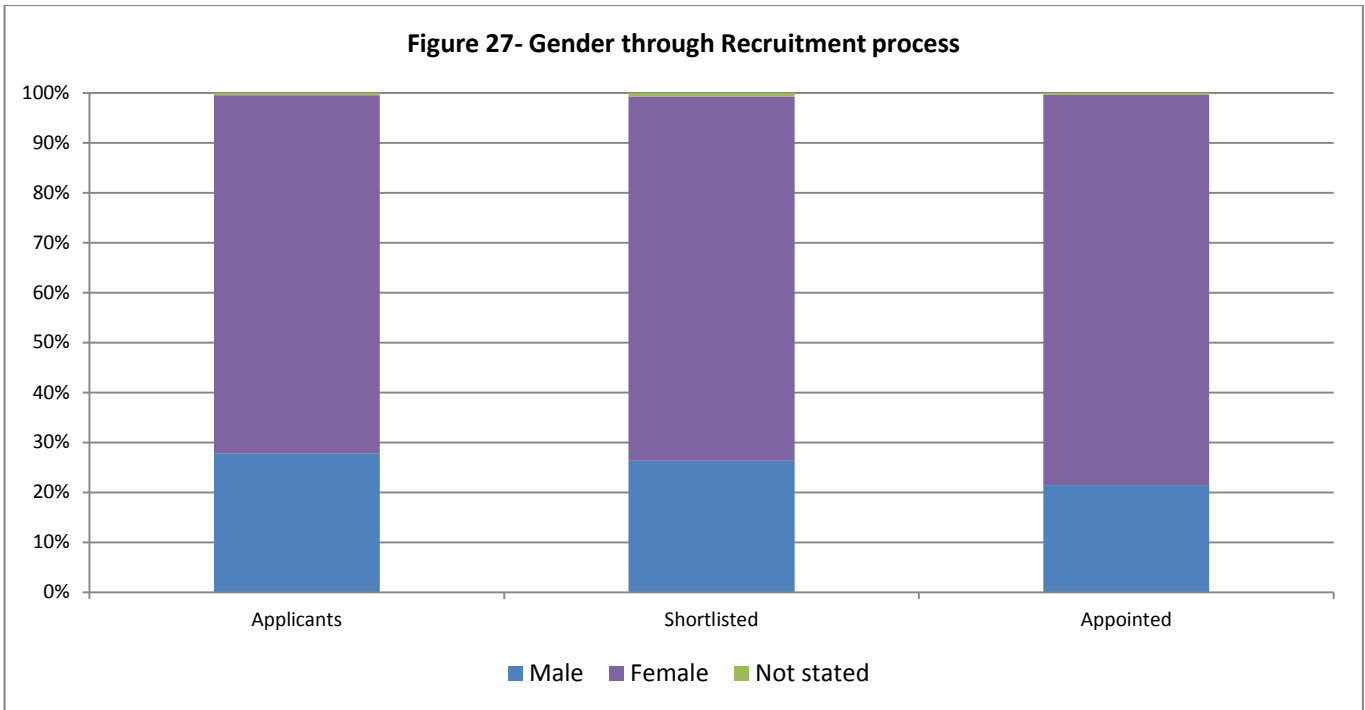
## Gender by Band

The most diverse bands (besides Medical and Dental) is Band 9 and VSM (Senior managers) with 42.86% male staff. The less diverse bands are Band 1 (10.4% male) and Band 6 (13.5% male).

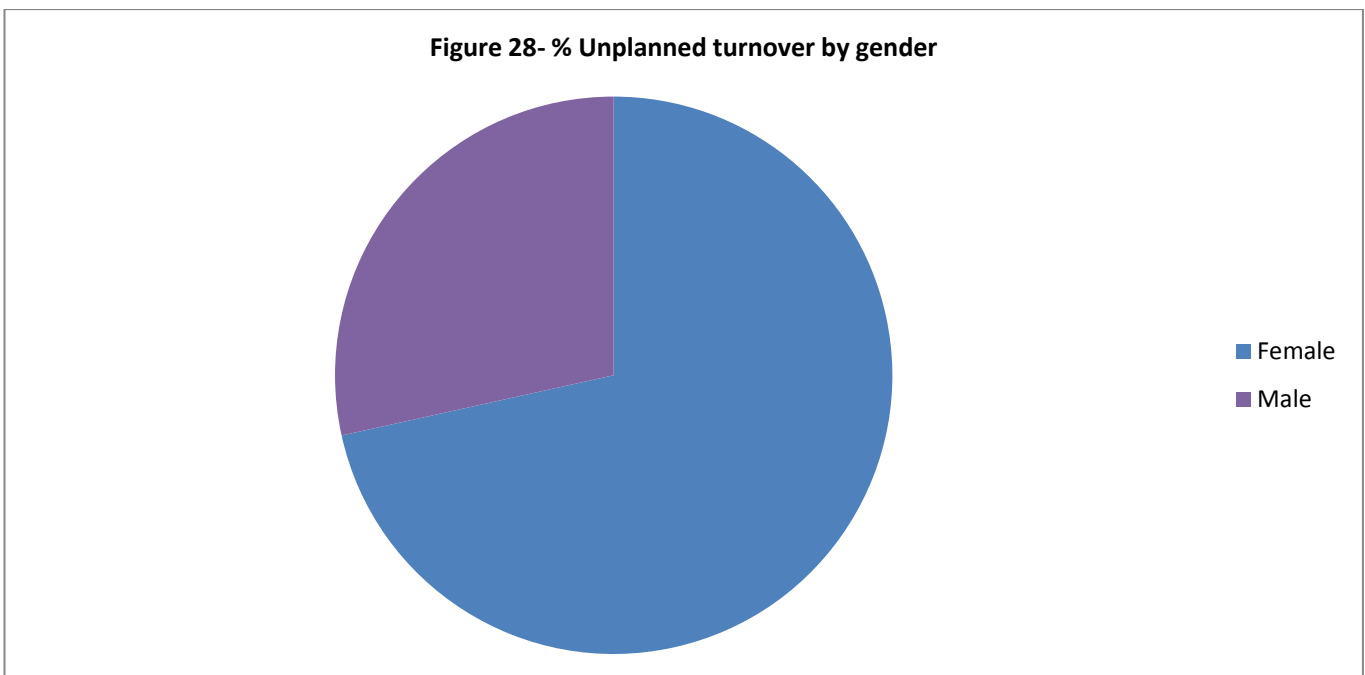


## Recruitment process by Gender

There are more male applicants at 27.7% compared to 18.7% Trust male headcount profile and less female applicants at 71.8% compared to 81.1% Trust female headcount. There was no significant difference at shortlisting stage but there was a drop to 21.5% at appointment stage for male applicants. Conversely 71.8% of applicants were female with no significant difference at shortlisting stage but an increase to 78.1% at appointment stage.



## Turnover by Gender



There are more male unplanned leavers at 28.4% compared to 18.7% Trust male headcount profile and less female unplanned leavers at 71.5% compared to 81.1% Trust female headcount.

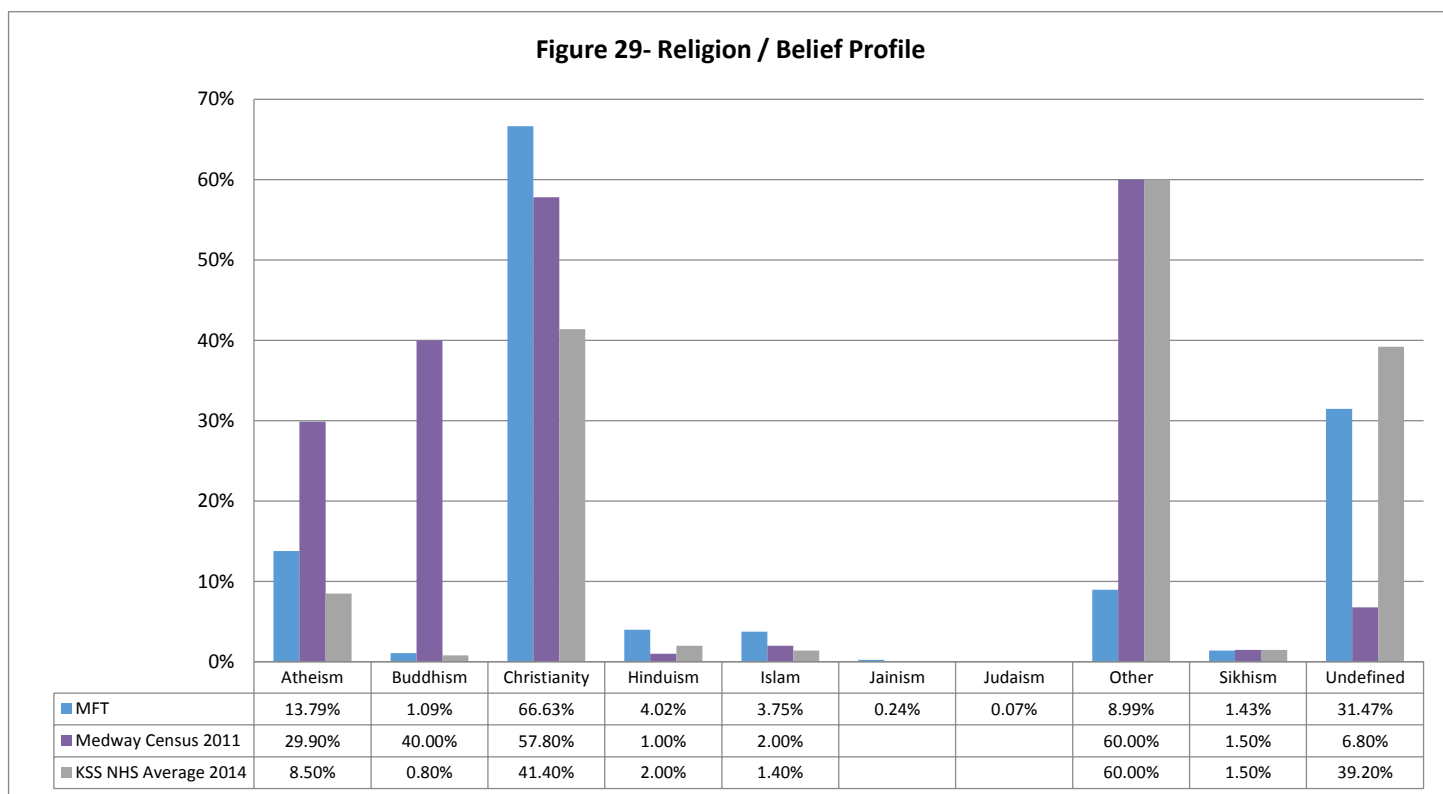
## Staff Survey results

The Staff Survey results show that there are no significant differences by gender with the exceptions of health and wellbeing (men having a more positive experience KF 17, KF18 and KF19), men being more likely to work extra hours (KF16), less likely to report their most recent experience of harassment, bullying or abuse (KF27) and less likely to consider that there is fairness and effectiveness of procedures for reporting errors, near misses and incidents (KF30).

## 5. Religion/Belief

31.5% of staff have not disclosed their religion, whilst substantial this is lower than KSS NHS average of 39.20%. Christianity (66.63%) has the highest declaration and is higher than the local population (57.8%) and KSS NHS average (41.4%). This information shows low numbers for other religions.

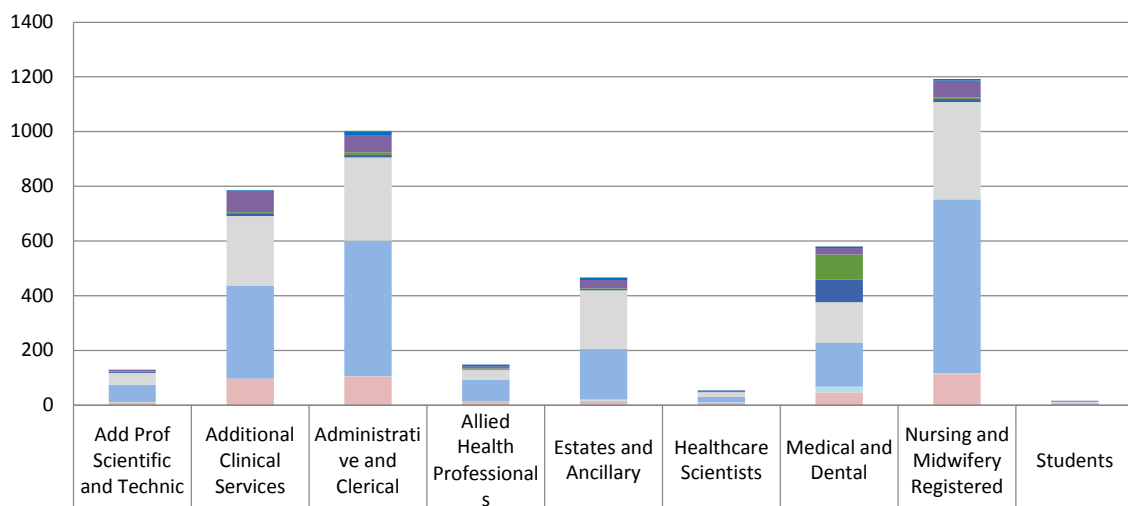
Figure 29- Religion / Belief Profile



## Religion by Staff Group

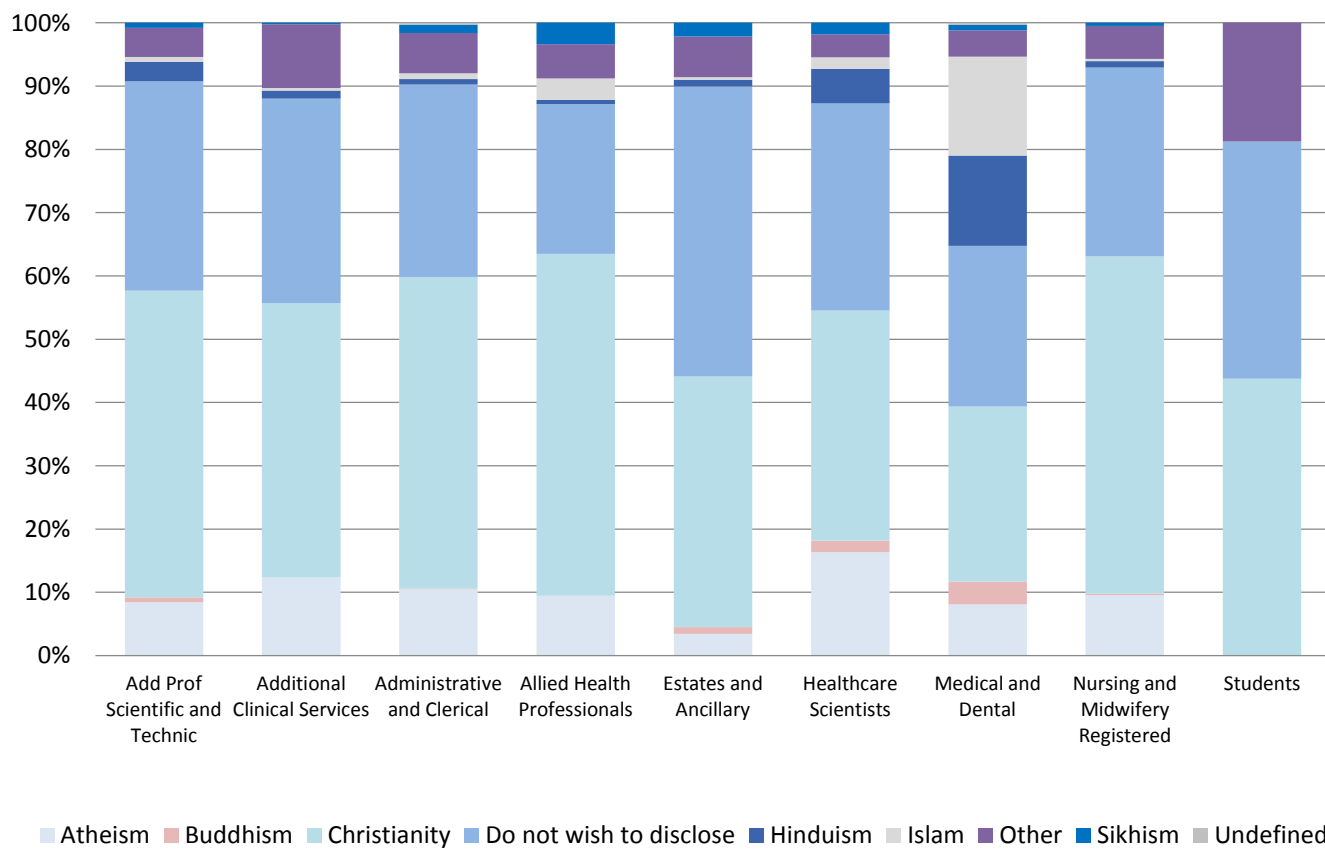
Figure 30 and 31 show that the Medical & Dental staff group is the most diverse group in terms of religion/ belief.

**Figure 30- Religion/ Belief by Staff Group**



	Add Prof Scientific and Technic	Additional Clinical Services	Administrative and Clerical	Allied Health Professionals	Estates and Ancillary	Healthcare Scientists	Medical and Dental	Nursing and Midwifery Registered	Students
Undefined			3				2		
Sikhism	1	2	13	5	10	1	5	6	
Other	6	79	64	8	30	2	24	62	3
Islam	1	3	9	5	2	1	91	4	
Hinduism	4	10	9	1	5	3	83	12	
Do not wish to disclose	43	254	305	35	214	18	148	356	6
Christianity	63	341	495	80	185	20	161	635	7
Buddhism	1		1		5	1	21	3	
Atheism	11	97	105	14	16	9	47	114	

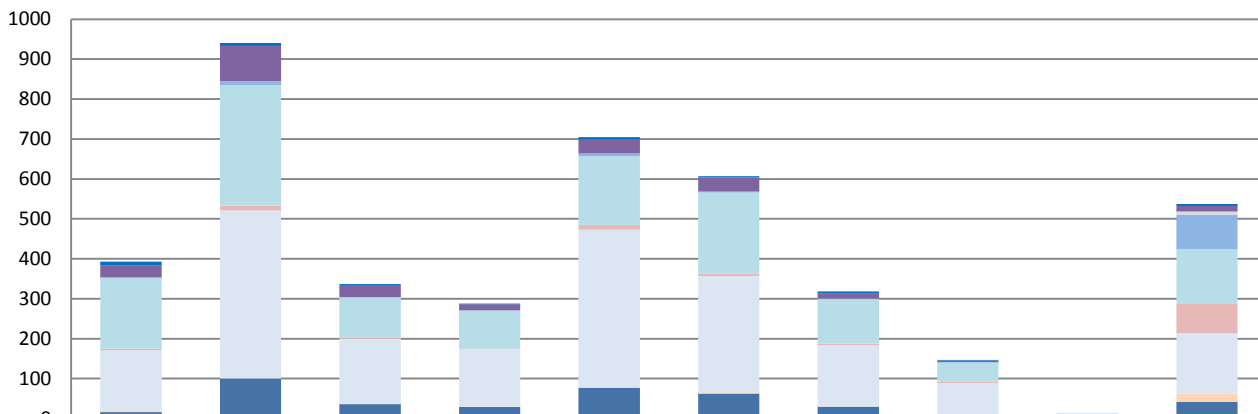
**Figure 31- Religion/ Belief Percentage Split by Staff Group**



## Religion by Band

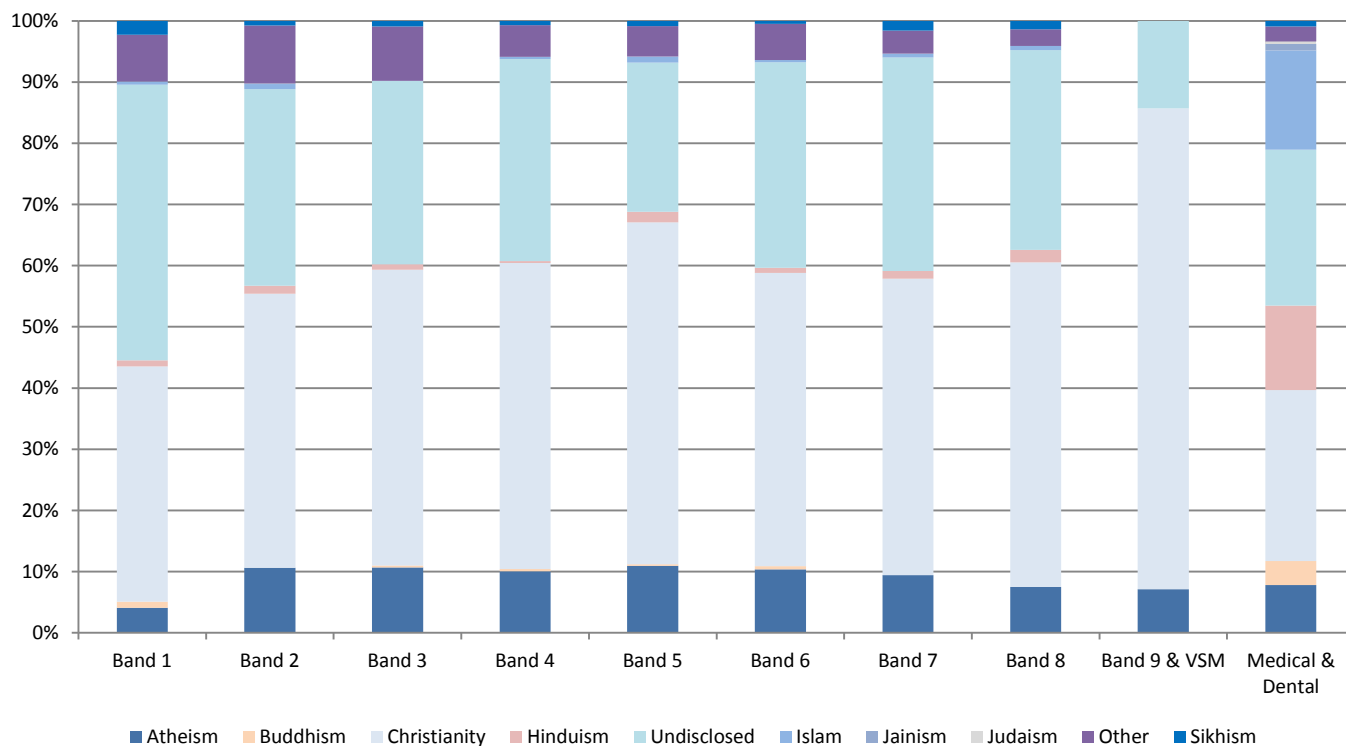
Medical & Dental staff group is the most diverse group in terms of religion/ belief.

Figure 32- Religion by Band



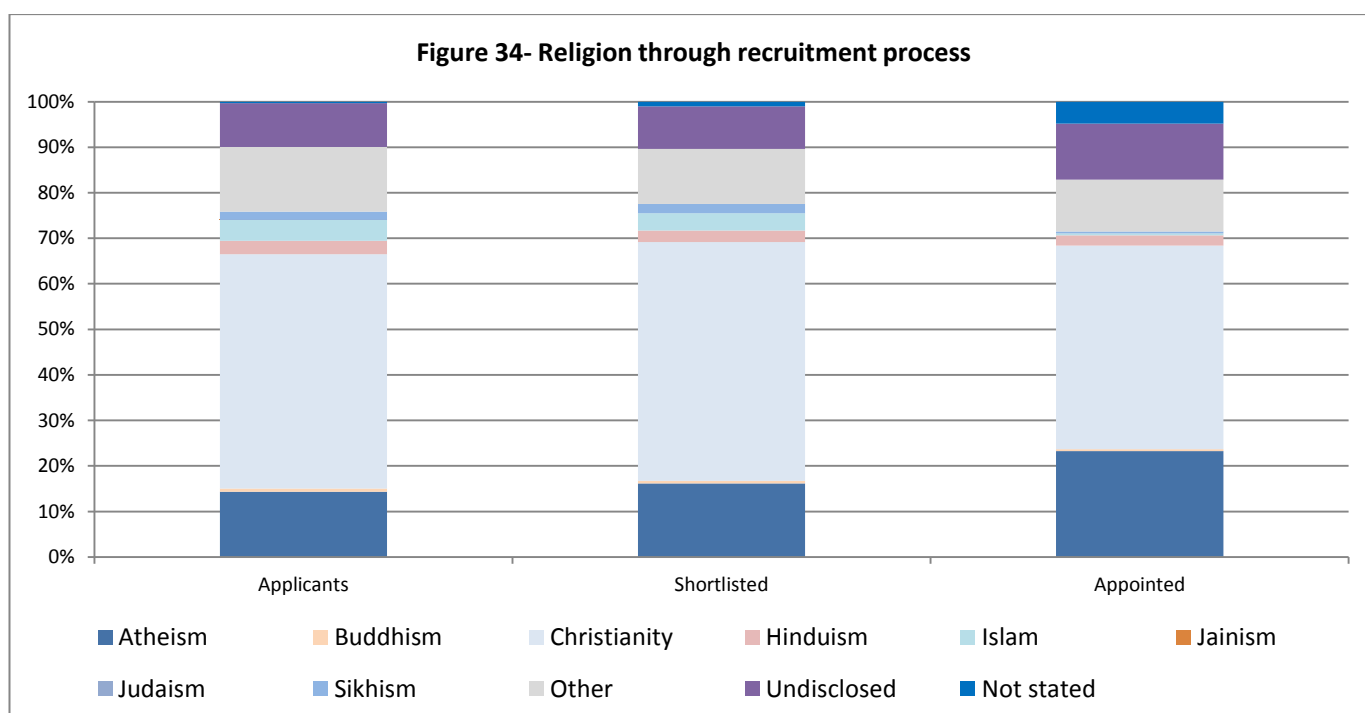
	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9 & VSM	Medical & Dental
■ Sikhism	9	7	3	2	6	3	5	2		5
■ Other	30	89	30	15	35	36	12	4		13
■ Judaism										2
■ Jainism		1								6
■ Islam	2	8		1	7	2	2	1		87
■ Undisclosed	177	302	101	95	172	204	111	48	2	137
■ Hinduism	4	12	3	1	12	5	4	3		74
■ Christianity	151	421	163	144	394	291	154	78	11	150
■ Buddhism	4		1	1	2	3				21
■ Atheism	16	100	36	29	77	63	30	11	1	42

Figure 33- Religion percentage split by Religion



## Religion through Recruitment process

Christian applicants accounted for the majority of applicants. There are less Christian applicants at 51.47% compared to 66.63% Trust Christian headcount profile. There was no significant difference between application and shortlist but there was a drop in the proportion in appointments (44.74%). The other main applicants were from atheist, undisclosed or other groups which had an improved success rate between shortlist and appointment. Islam was the only group that decreased between recruitment stages (4.58% of all applicants, 3.8% of those shortlisted and 0.44% of those appointed).



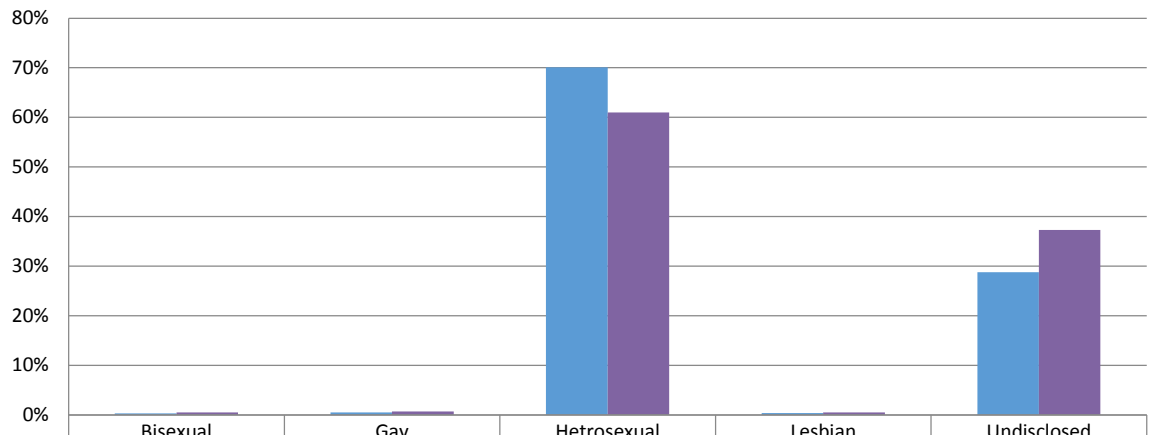
## Turnover and Staff Survey results

The Trust is currently unable to report on turnover or NHS Staff Survey results by religion.

## 6. Sexual Orientation

The sexual orientation profile shows heterosexual orientation as the highest proportion (70.1%) compared to KSS NHS average of 61%. There is a high level of non-disclosure (28.8%) but lower than the KSS NHS average (37.3%). Consideration will be given as to how the Trust can undertake meaningful analysis in future.

**Figure 33- Sexual Orientation Profile**



	Bisexual	Gay	Hetrosexual	Lesbian	Undisclosed
■ MFT	0.3%	0.5%	70.1%	0.3%	28.8%
■ KSS NHS Average 2014	0.50%	0.70%	61.00%	0.50%	37.30%

## Summary

There are a number of areas that show differences by protected characteristic. In particular there are

### Trust profile:

- Age- under 25s disproportionate to local population but in line with KSS NHS
- Disability- lower than the local population but similar to KSS NHS
- Ethnicity- higher than the local population but in line with KSS NHS
- Gender- female disproportionately higher than local population but in line with KSS NHS
- Religion- the Trust had differences particularly for Christians, Atheists and Other
- Sexual orientation- there are a higher Heterosexual group than KSS NHS average
- There is a high non- disclosure rate for disability, religion and sexual orientation

### Staff group:

- Age- Estates & ancillary and Admin & Clerical- proportionally oldest workforce, Students youngest
- Disability- Healthcare Scientists and Allied Health Professionals staff highest proportion of disabled staff
- Ethnicity- Medical & Dental staff most diverse by ethnicity
- Gender- Nursing & Midwifery less diverse by gender
- Religion/ belief- Medical & Dental staff most diverse by religion/ belief

### Band:

- Age- Band 1 and 3 proportionally oldest and Band 5 proportionally youngest
- Disability- Band 2 and Band 5 proportionally highest disabled staff. No senior managers are disabled.
- Ethnicity- Band 5 and Medical and Dental most diverse. No senior managers are BME
- Gender- Band 1 and Band 6 less diverse. Medical & Dental and senior managers most diverse by gender.
- Religion/ Belief- Medical & Dental most diverse by religion.

### Recruitment process:

- Age- Most applicants were aged between 25 and 34. Younger applicants less likely to shortlisted although once shortlisted there was a higher proportion appointed.
- Disability- There was a small number of disabled applicants but higher than the KSS NHS average staff. No significant differences in recruitment process outcomes.
- Ethnicity- Higher proportion of BME applicants (compared to Trust profile) and no significant differences between application and shortlisting but a difference at appointment stage for White and BME applicants.



- Gender- Higher proportion of male applicants (compared to Trust profile). There was a drop at appointment stage for male applicants and an increase for female applicants at appointment stage.
- Religion/ Belief- Christian applicants accounted for the majority of applicants. There was a drop in the proportion in appointments for Christians. Other main applicants (atheist, undisclosed or other groups) had an improved success rate between shortlist and appointment. Islam was the only group that decreased between recruitment stages (4.58% of all applicants, 3.8% of those shortlisted and 0.44% of those appointed).

### Turnover:

- Age- Higher proportion aged 26-35, smaller proportion for the youngest and oldest age groups (16-20 and 66+).
- Disability- In proportion with number of disabled staff in the Trust
- Ethnicity- Higher proportion of BME staff leavers. Asian or Asian British staff accounted for the largest proportion of BME unplanned leavers
- Gender- Higher proportion of male leavers compared to Trust male headcount profile

### Staff Survey

- There are differences in the experiences of our staff particularly by age, disability and ethnicity.
- Disabled staff have a poorer experience than other protected characteristics overall. NB. Higher number of staff declared a disability than Trust records
- BME staff have a more positive perception of role and responsibilities, have better quality of appraisals and learning or development, less pressure to attend work when unwell and consider that the organisation and management interest in health and wellbeing is higher than peers.
- However BME staff are more likely to report violence, experience discrimination at work and less likely to believe that the organisation provides equal opportunities for career progression/ promotion.

### Comparison to last year

- Age – The older staff groups remain the same but there are changes to younger staff groups (Students) and bands (Band 5 instead of Band 2)
- Ethnicity – No significant change in terms of diversity by band and staff group. There continue to be some differences between BME and White candidates at different stages of the recruitment process. There was an adverse change in BME leavers.
- Gender- No significant change in terms of diversity of staff groups. There continue to be higher proportion of Male applicants with reduction in success through appointment process.