



The Clatterbridge  
Cancer Centre  
NHS Foundation Trust

# Workforce Equality, Diversity & Inclusion Monitoring Report 2018

Prepared by Linda M. Morris Equality, Diversity & Inclusion Lead – May 2019

We are building Liverpool's  
first cancer hospital –  
**opening in 2020.**

  
The Clatterbridge  
Cancer Centre  
NHS Foundation Trust



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## 1.0 Executive Summary

The purpose of this report is to demonstrate the Clatterbridge Cancer Centre's commitment and compliance with the Equality Act 2010 general duty across all Directorates. It summarises the Equality, Diversity and Inclusion (EDI) employment monitoring data for the workforce employed by the Trust for the period 1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019 using data downloaded from the Trust's Electronic Staff Record System (ESR), NHS Jobs and Trac.jobs which is the brand name for our recruitment system (TRAC).

The Trust is committed to eliminating discrimination and encouraging equality, diversity and inclusion amongst our workforce. Here at the Clatterbridge Cancer Centre we aim to have a workforce that is truly representative of all sections of society and where each employee feels respected and able to give their best. The Trust is committed to reducing health inequalities, promoting equality, diversity and inclusion within its decision making, workforce and services. We have policies and procedures in place to ensure equality, diversity and inclusion is incorporated into all aspects of our work and that it informs our values and behaviours.

The data in this report confirms:

- In the NHS Staff Survey 2018 86% of staff believed that the Trust provides equal opportunities for career progression or promotion.
- The Trust introduced a range of intervention to enable staff to raise any concerns they may have through the Freedom To Speak Up channel and prevent bullying and harassment in the workplace through the Respect for Each Other route.
- We continue to monitor and encourage our staff to complete their equality data through self-recording on the ESR system.
- We have committed to the Disability Confident Employer Scheme under the Department of Works and Pensions Scheme.

The report has been considered by the Workforce and Organisational Development Committee (WOD), a forum which consists of Senior Managers, workforce and trade union representatives who meet in partnership to discuss and finalise agreement on matters which concern the management and workforce relationship. The final approval of this report will be through the Integrated Governance Committee and Trust Board.

## 2.0 Introduction

The Equality Act came into force in October 2010 and brings together 116 separate pieces of legislation into one single act; combined they make up an act that provides a legal framework to protect the rights of individuals and advance equal opportunities for all. The Act simplifies, strengthens and harmonises the current legislation with a discrimination law which protects individuals from unfair treatment and promotes a fair and more equal society. The Act protects individuals from the following categories known as protected characteristics:

<b>Age</b>	<b>Disability</b>	<b>Sex (Gender)</b>
<b>Gender Reassignment</b>	<b>Race</b>	<b>Religion or Belief</b>
<b>Sexual Orientation</b>	<b>Pregnancy &amp; Maternity</b>	<b>Marriage &amp; Civil Partnership Status</b>

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.

### Specific Duty

- Publish information to demonstrate their compliance with the Equality Duty, at least annually.
- Set equality objectives, at least every four years.

This report includes information on the effect that our policies and procedures have on individuals who share a relevant protected characteristic, therefore demonstrating the extent to which we have furthered the aims of the general equality duty for our workforce.

We recognise that a representative workforce will provide a healthcare service that respects and responds to the diversity of the local communities in which we serve.

## **3.0 About The Clatterbridge Cancer Centre NHS Foundation Trust**

The Clatterbridge Cancer Centre NHS Foundation Trust (CCC) is one of the UK's leading cancer centres providing highly specialist cancer care to a population of 2.3 million people across Cheshire, Merseyside and the surrounding areas including the Isle of Man.

We are based in Wirral, Merseyside supported by a £17million radiotherapy treatment centre in Aintree, Liverpool. We also operate specialist chemotherapy clinics in seven of Merseyside's district hospitals and deliver a pioneering Treatment at Home service.

Together this enables us to provide a comprehensive range on inpatient care, advanced radiotherapy, chemotherapy and other systemic anti-cancer therapies (i.e. medicines) including gene therapies and immunotherapies. We are also the only facility in the UK providing low-energy proton beam therapy to treat rare eye cancers and host the region's Teenage and Young Adult's Unit (supported by Teenage Cancer Care).

In addition, we are developing reorganising and expanding clinical services for our patients. We are developing new ways of working and care delivery, in line with the new sector model of Oncology care, ensuring we provide high quality, comprehensive services for all patient pathways. Building work is well underway on our new Centre in Liverpool and is expected to be completed in 2020. The 162 Million investments is part of an exciting programme of capital investment which will also see investment in our current sites in Wirral and Aintree.

## **4.0 Leadership and Commitment to Equality, Diversity & Inclusion**

The Clatterbridge Cancer Centre is committed to ensuring equality, diversity and inclusion are at the heart of the healthcare services we provide for our patients and integral to our workforce. We want to be recognised as an organisation that promotes inclusion in our workforce objectives and provides the best environment to our patients for receiving treatment and care.

We are developing an Equality, Diversity and Inclusion Strategy which will set out our ambitions and our approach to the Trust's equalities agenda. This approach will support the Workforce, and Organisational Development (WOD) strategy.

The WE&OD strategy details the Trusts commitment to ensuring an open, transparent and inclusive environment where feedback is encouraged, staff feel engaged and where we learn from mistakes and celebrate success.

### **Governance**

The Equality Diversity and Inclusion Sub Group (EDI SG) are responsible for leading the equality agenda within the Trust. They determine the strategic equality priorities and review equality information including this EDI Monitoring Report. The group consists of multidisciplinary membership across the different levels and includes leadership from Executive Board members, patient representation and Trade Union representatives.

## **5.0 The Trust's Compliance with Mandatory Statutory Duties**

As a public body, the Trust is committed to meeting our statutory obligations under the single equality duty (2011). In line with the Equality Act 2010, The Clatterbridge Cancer Centre publications below identify how we meet the specific duties and pay due regard to our legal obligations.

Please click on each link to view the following documents:

**[Equality Delivery System 2 \(EDS2\)](#)**

**[EDS2 Supporting Evidence](#)**

[EDS2 Action Plan](#)

[Workforce Race Equality Standards \(WRES\) Report](#)

[WRES Action Plan](#)

[Gender Pay Gap Report 2018](#)

[Gender Pay Gap Report 2017](#)

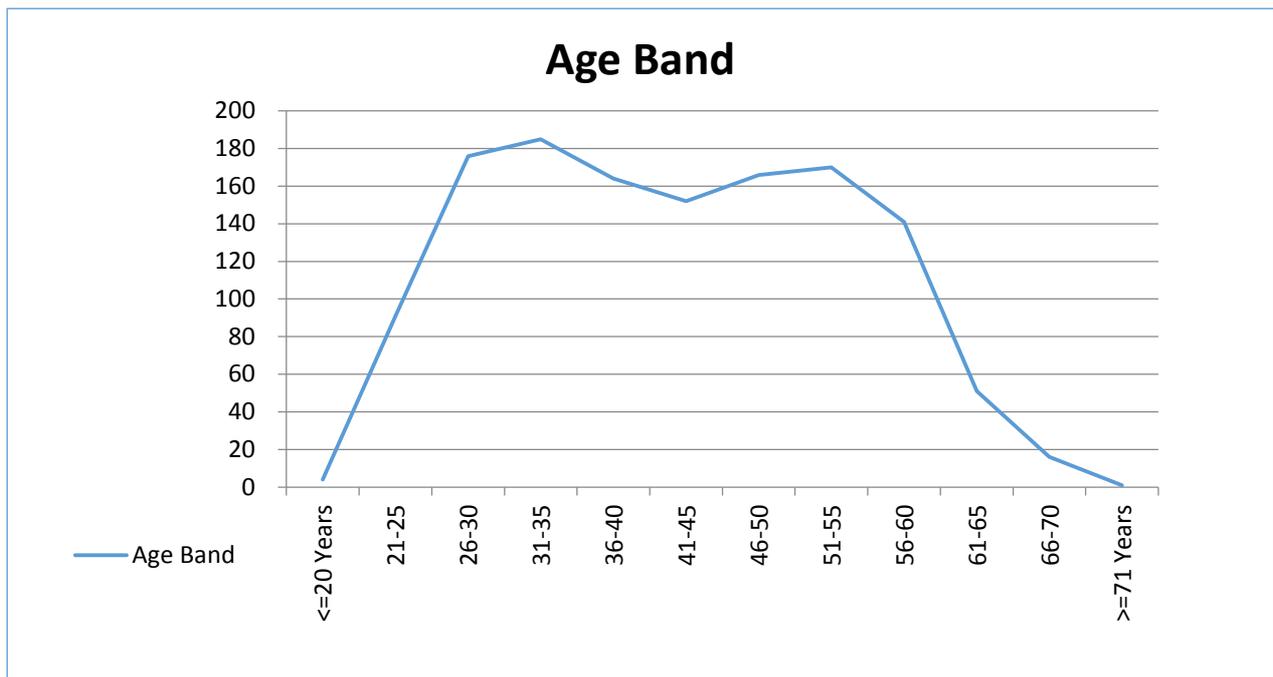
## **6.0 The Clatterbridge Cancer Centre Workforce Profile**

At 31 March 2019, the Trust employed 1356 these include permanent, bank, fixed term and locum workers, of whom:

- 82% were women and 18% men
- 19% were aged under 30 or under and 28% were aged 51 or over
- 5% were from black and minority ethnic backgrounds and 92% from other white backgrounds these include permanent, bank, fixed term and locum workers. above.
- 3% considered themselves to be disabled; 88% declared themselves to be non-disabled
- 2% identified as lesbian, gay or bisexual, while 78% identified as heterosexual
- 53% identified as Christian and 14% identified as atheist, which was the second largest group. Other faiths represented in the Trust workforce include Buddhism, Hinduism, Islam, Judaism and Sikhism.

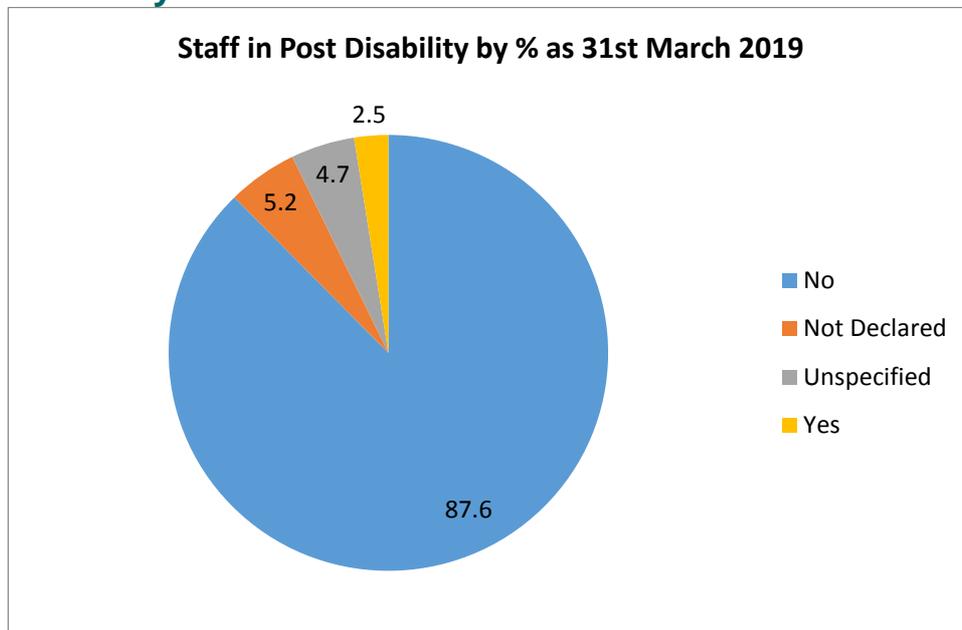
## Staff in Post

### 6.1 Age



As at 31st March 2019, 271 staff were age 30 or under, with 397 ages 51 to 71 and 667 of the workforce was within the 31 to 50 age range.

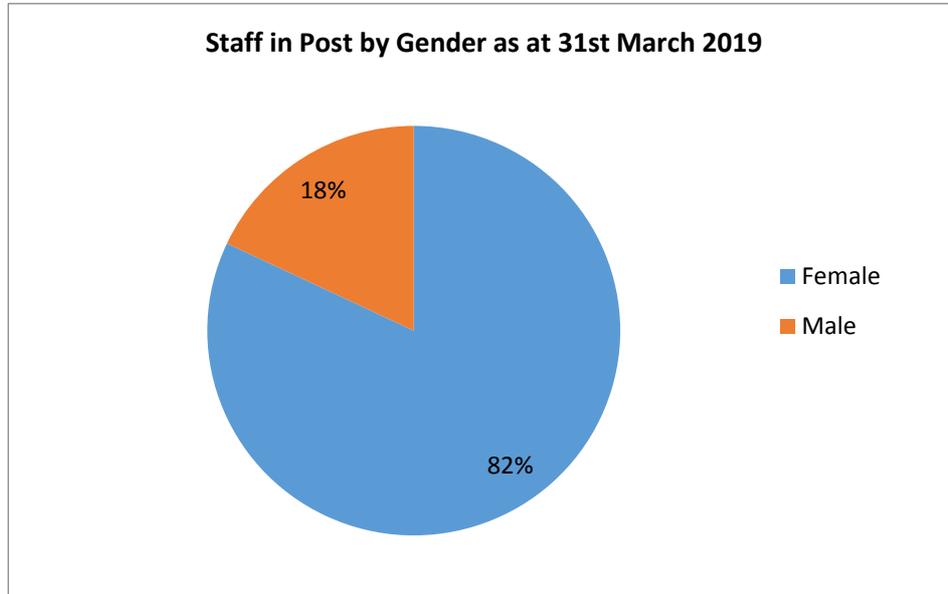
### 6.2 Disability



Awareness of our workforce disability data continues to increase year by year. Disclosure remains voluntary however 5.2% have chosen not to declare, 4.7% have chosen not to specify if they have a disability with only with 2.5% choosing to declare their disability status.

In August 2019 all NHS Trusts will be required to report disability data to NHS England via the Workforce Disability Equality Standard (WDES). This is a set of ten specific measures that will enable the Trust to compare the experiences of Disabled staff and non-disabled staff. In preparation for this exercise the Trust has promoted communications campaigns and guidance programmes to raise staff awareness of the importance of self-recording personal data on the Electronic Recording System (ESR) to enable the Trust to meet their legal obligations in reporting this information.

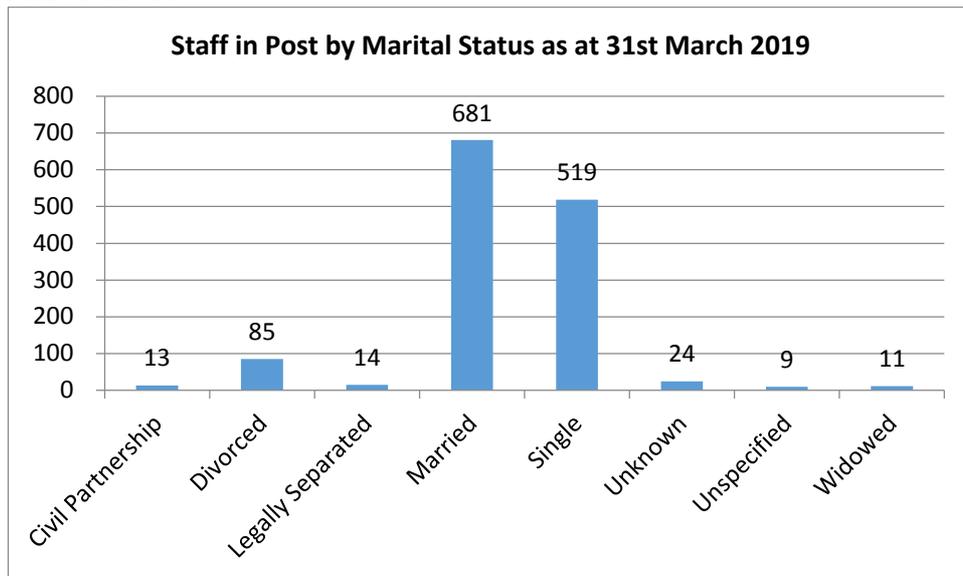
### 6.3 Gender



Females made up the majority of The Clatterbridge Cancer Centre’s workforce, with 82% of employees being female as at 31st March 2018. By comparison, NHS England reported that 77% of the workforce in England at September 2018 was female; within this 53% of medical staff in NHS England was Male and 47% female. It is also noted that 46% of very senior positions are held by women.

As at 31<sup>st</sup> March 2019, four of the Trust’s six executive directors’ positions were held by females.

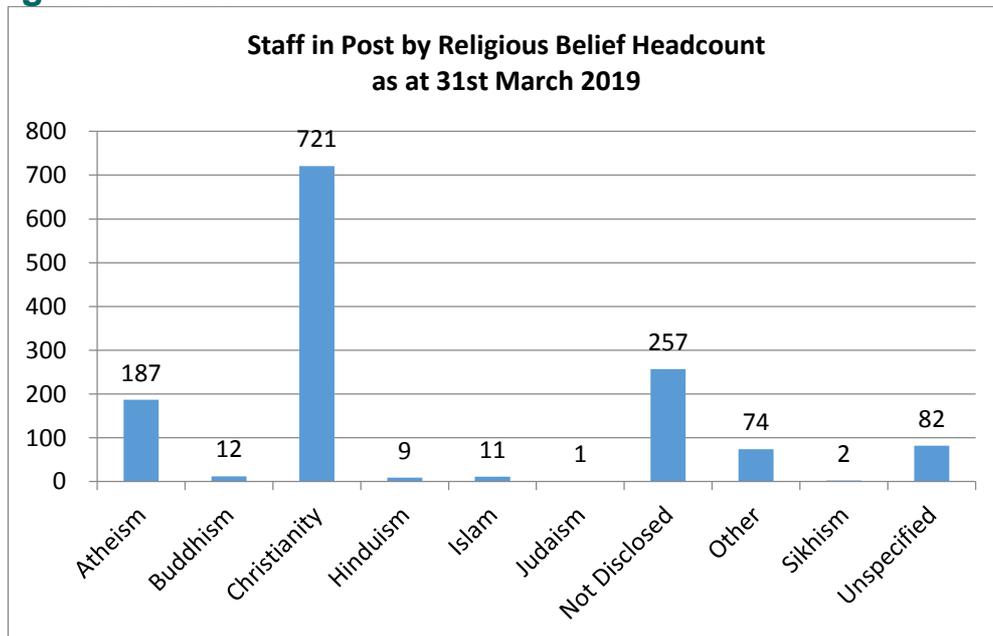
## 6.4 Marital Status



As at 31<sup>st</sup> March 2019 0.95% of our staff were in civil Partnerships and 50.2% married.

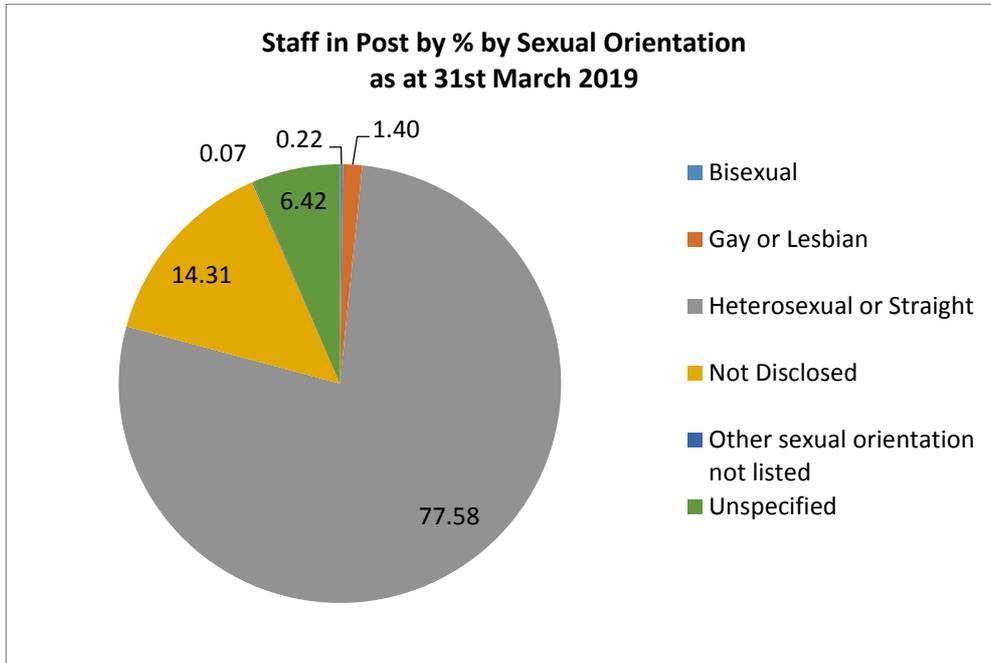
The Marriage (Same Sex Couples) Act 2013 enabled same sex couples to marry in civil or religious ceremonies. From 2014, civil partnerships were able to convert their partnership into a marriage, if they wished.

## 6.5 Religious Belief



Staff are encouraged to provide the Trust with equality monitoring data however disclosures are entirely voluntary. 13.7% identified as Christian and 53.2% identified as atheist, which was the second largest group. Other faiths represented in the Trust workforce were Buddhism, Hinduism, Islam Judaism, Sikhism and other. 257 chose not to disclose and 82 did not specify their religious belief.

## 6.6 Sexual Orientation



There is no national census information on the size of the lesbian, gay, bi-sexual or transgender population in the UK.

In 2017 The Office for National Statistics estimated that 4.2% of people aged 16 to 24 years identify as lesbian, gay or bisexual, a higher proportion than for other older age groups. Around 7 in 10 of the lesbians, gay or bisexual population are single and have never married or registered a civil partnership. This reflects the younger age structure of this population and that legal unions for same-sex couples are relatively new.

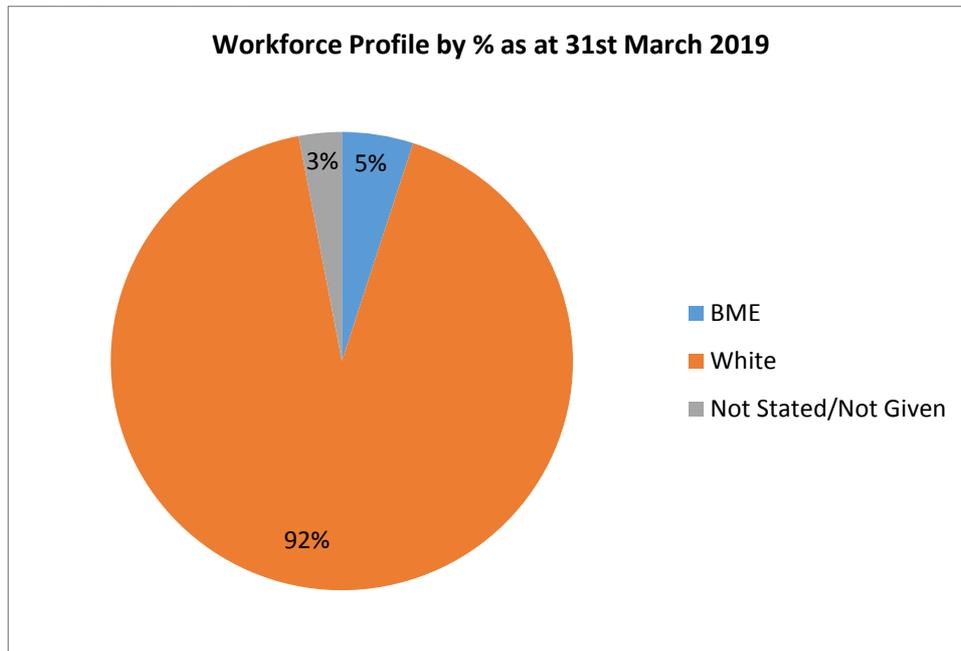
Over the last five years, the proportion of the UK population identifying as lesbian, gay or bisexual (LGB) has increased from 1.5% in 2012 to 2.0% in 2017, although the latest figure is unchanged from 2016.

The Trust figures show that 77.8% of staff identify as heterosexual or straight, 14.3% have chosen not to disclose, 6.4% have unspecified their sexual orientation with 1.4% identifying as Gay or Lesbian

## 6.7 Pregnancy and Maternity

The Trust's Maternity, Paternity and Adoption Leave policy sets out staff entitlements, including the right to 52 weeks leave and the right to return to work, as well as additional support i.e. up to 10 days paid 'keeping in touch' days for staff on maternity leave. As at 31<sup>st</sup> March 2019 there were 43 members of staff on maternity, paternity or adoption leave

## 6.8 Workforce Profile:



As at 31<sup>st</sup> March 2019 92% of the workforce identified themselves as white which included all 'other white' backgrounds. With 5.2% identifying themselves as Black Asian Minority Ethnic (BAME). Among the BAME groups Asian/Asian British – Indian was the largest group recorded; 3% of the workforce have not stated or given their ethnic status.

The table below shows the broad ethnic origins of the total workforce employed by The Clatterbridge Cancer Centre NHS Foundation Trust

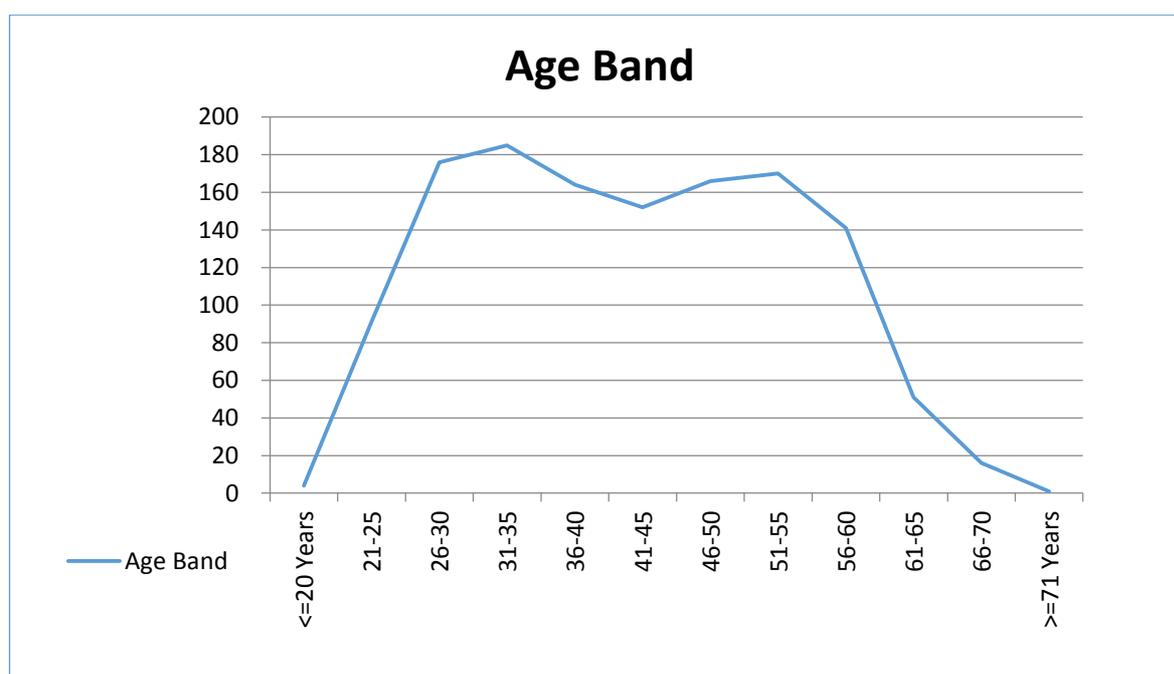
Ethnic Group	Headcount
A White - British	1,153
B White - Irish	21
C White - Any other White background	17
C2 White Northern Irish	1
CA White English	38
CB White Scottish	1
CC White Welsh	10
CF White Greek	1
CP White Polish	2
CY White Other European	2
D Mixed - White & Black Caribbean	1
E Mixed - White & Black African	1
G Mixed - Any other mixed background	6
H Asian or Asian British - Indian	25

J Asian or Asian British - Pakistani	6
K Asian or Asian British - Bangladeshi	3
L Asian or Asian British - Any other Asian background	4
N Black or Black British - African	3
PD Black British	1
R Chinese	7
S Any Other Ethnic Group	3
SB Japanese	1
SC Filipino	2
Unspecified	5
Z Not Stated	42

## 7.0 New Starters

The following charts show the equality, diversity and Inclusion monitoring in relation to all new starters from 1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019

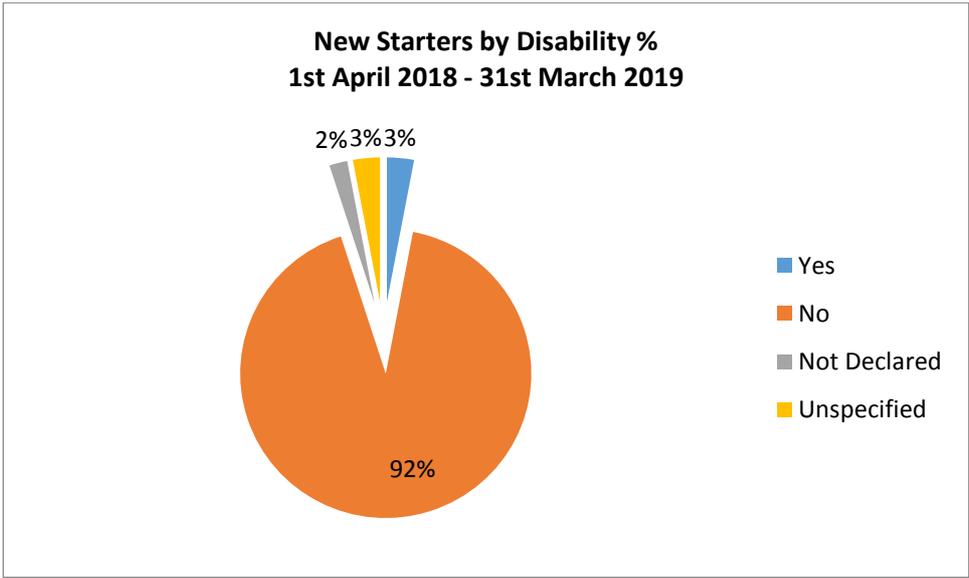
### 7.1 Age



Age Band	Headcount
<=20 Years	4
21-25	91
26-30	176
31-35	185
36-40	164
41-45	152
46-50	166
51-55	170
56-60	141
61-65	51
66-70	16
>=71	1

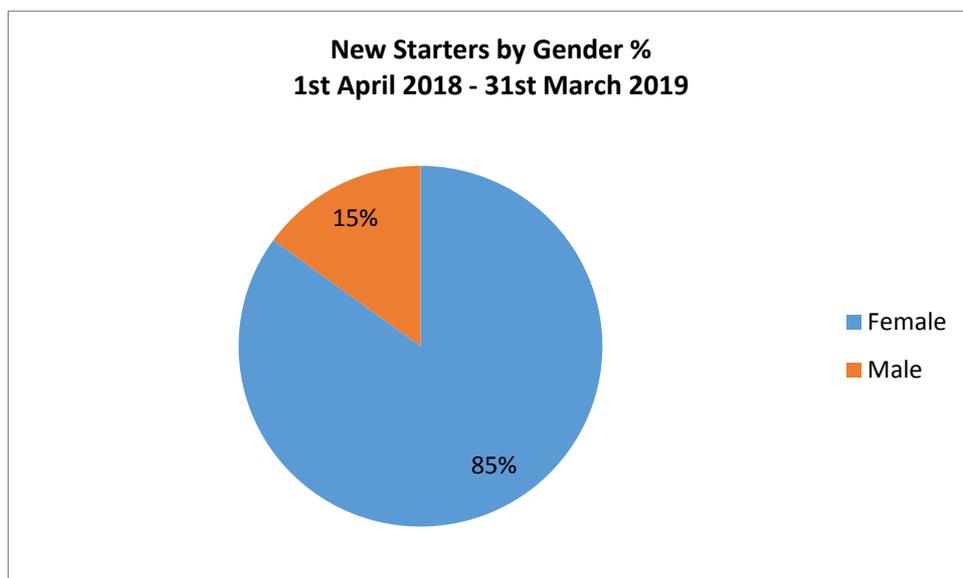
The new starter profile shows a peak at the 31 to 35 age band, this differs from the previous year when the recruitment peak was in the 21 to 25 age band. However further working with the Recruitment Services Teams is required to identify any inequalities or disadvantages in the recruitment of all age bands.

### 7.2 Disability



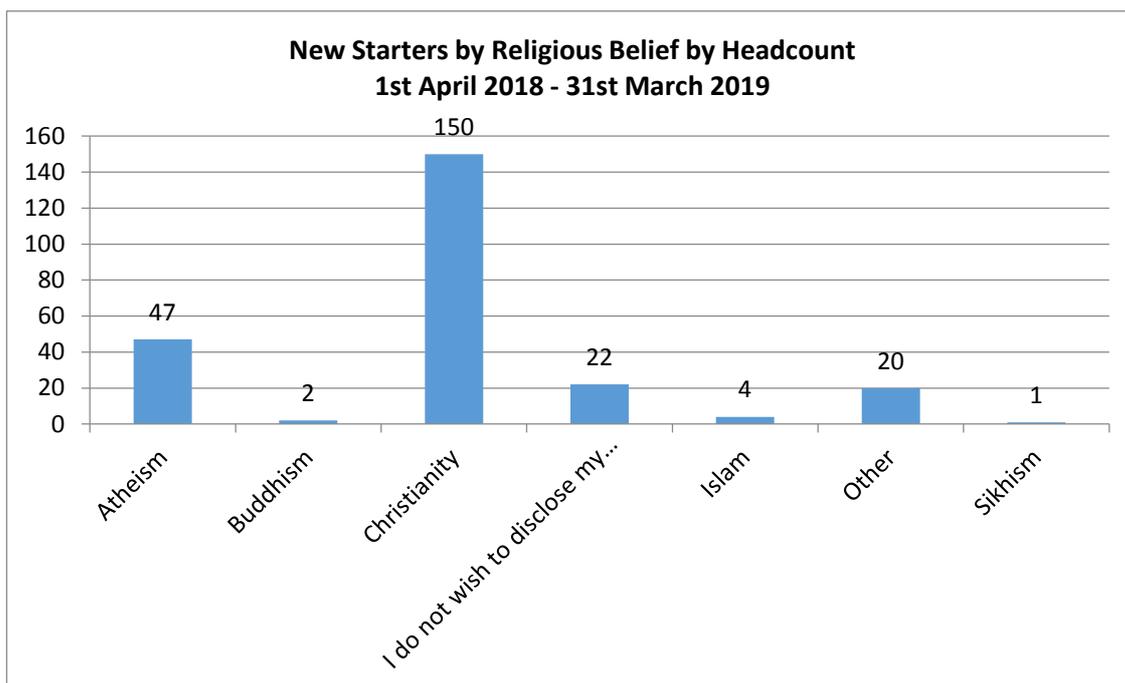
Although the Trust continues to encourage and promote the benefits of self-declaration, we must respect the individual’s right not to declare or specify if they have a disability if they do not wish to. However recruitment during the period 1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019 shows an increase in 2% of new starters declaring their disability compared to the same period last year.

## 7.3 Gender



This chart is reflective of the wider health care economy, which traditionally has a higher female workforce due to the range of caring roles.

## 7.4 Religious Belief

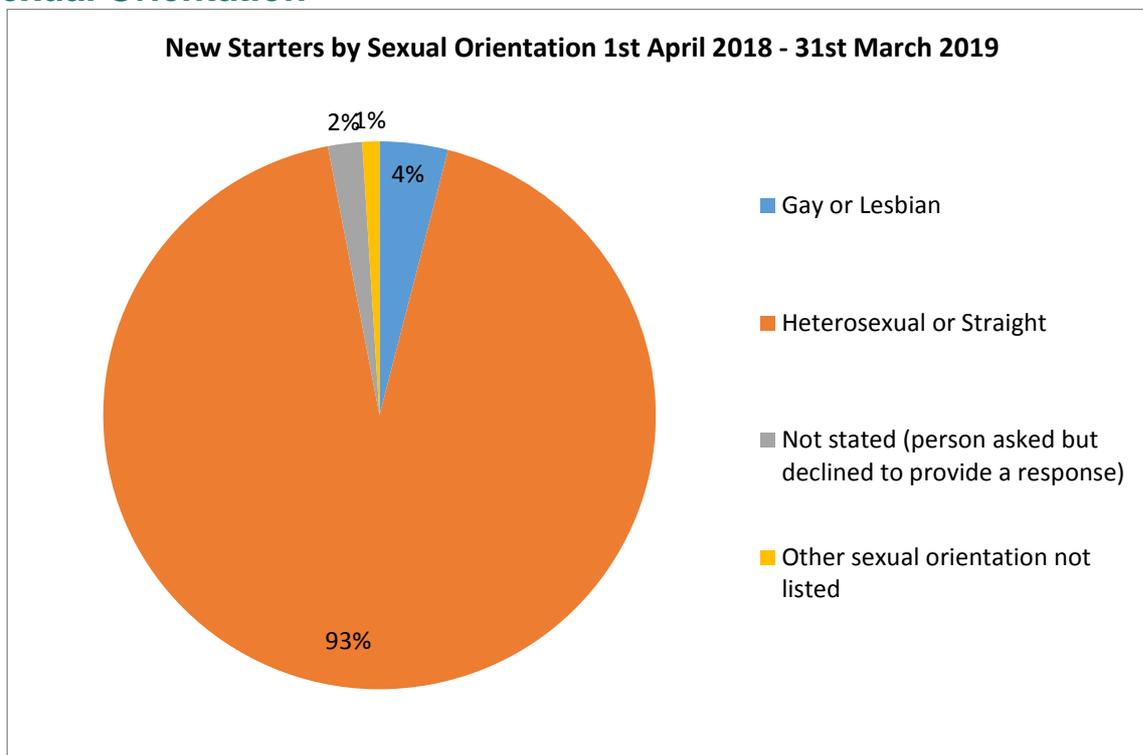


It should be noted that protected characteristic disclosures are entirely voluntary. The highest religious belief declaration is Christianity followed by those who identified themselves as atheists. Other faiths represented were Buddhism, Hinduism, Islam, Judaism, Sikhism and other. Out of 246 new starters 22 chose not to disclose their religious belief.

## 7.5 Ethnic Origin

<i>Ethnic Origin</i>	Headcount
A White - British	209
B White - Irish	7
C White - Any other White background	6
C2 White Northern Irish	1
CA White English	4
CB White Scottish	1
CC White Welsh	1
CF White Greek	1
CX White Mixed	1
D Mixed - White & Black Caribbean	1
E Mixed - White & Black African	1
G Mixed - Any other mixed background	3
H Asian or Asian British - Indian	4
J Asian or Asian British - Pakistani	1
N Black or Black British - African	1
R Chinese	1
S Any Other Ethnic Group	3

## 7.6 Sexual Orientation

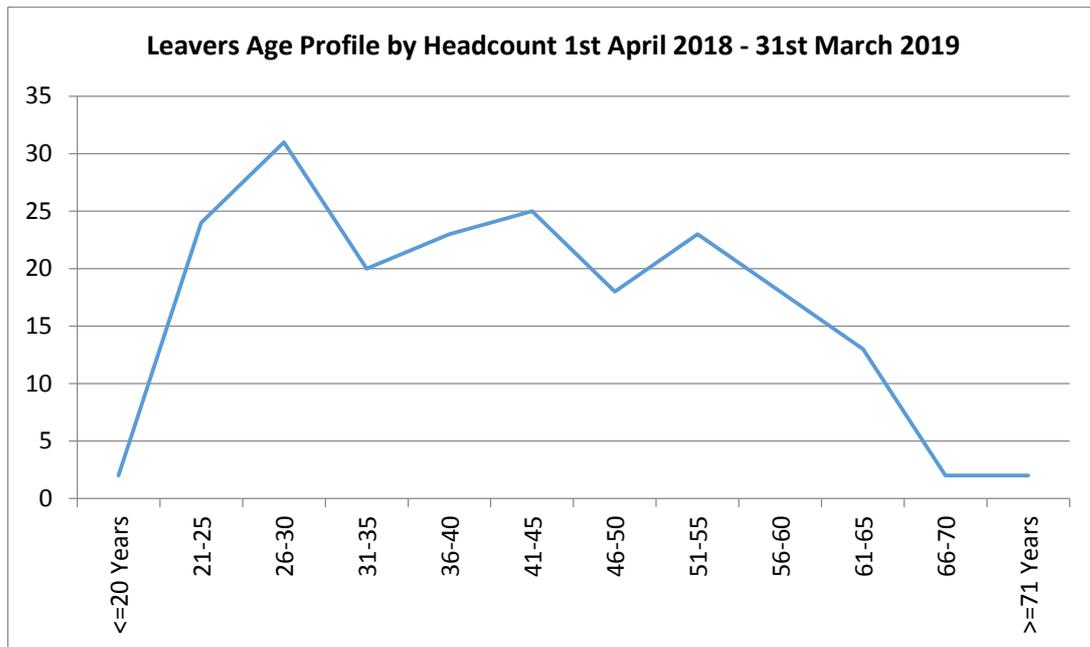


Again it should be noted that protected characteristic disclosures are entirely voluntary. The Trust will continue to promote the benefits of self-declaration, however respect the individual's right not to declare their sexual orientation if they do not wish to do so.

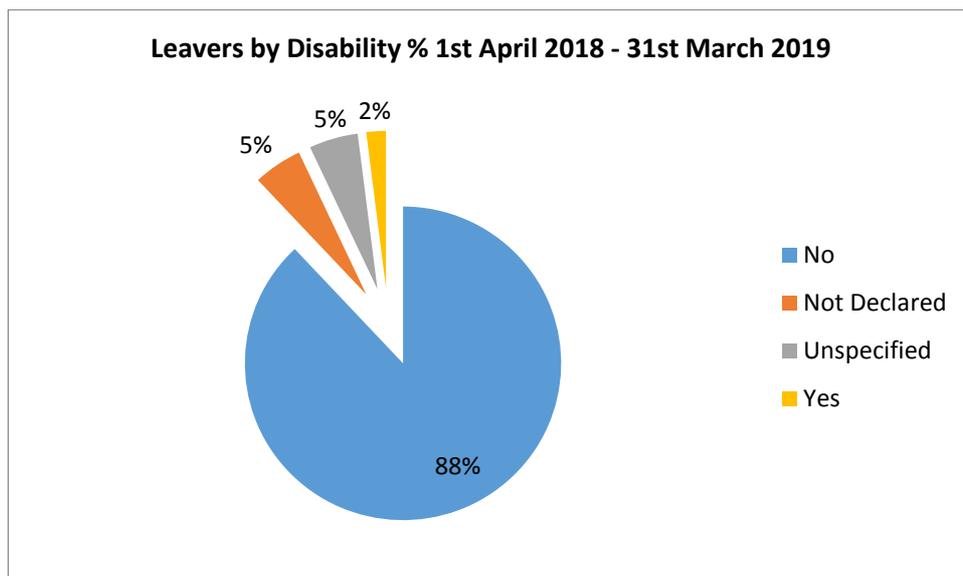
## 8.0 Leavers

There were no significant differences for leaving rates by age, disability, gender, religious belief, ethnic origin or sexual orientation. We want to encourage all staff that are leaving to provide us with feedback, so we can learn from their experiences. Exit interviews are offered to all leavers using a standard questionnaire.

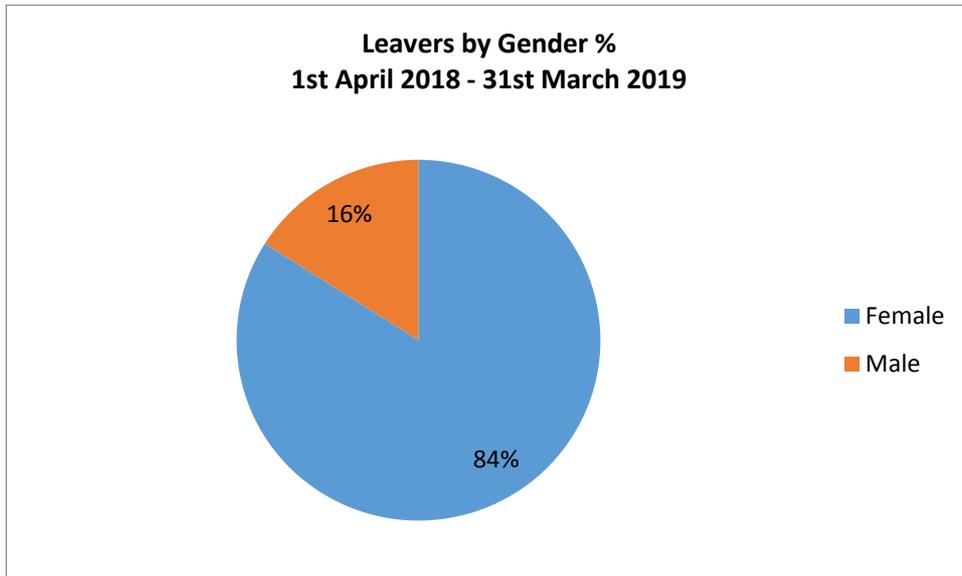
## 8.1 Age



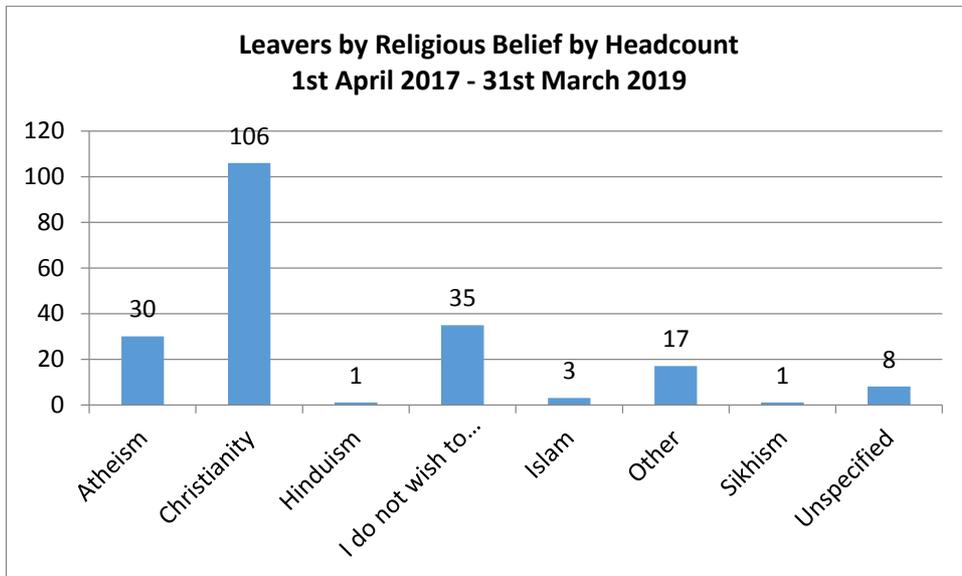
## 8.2 Disability



### 8.3 Gender



### 8.4 Religious Belief

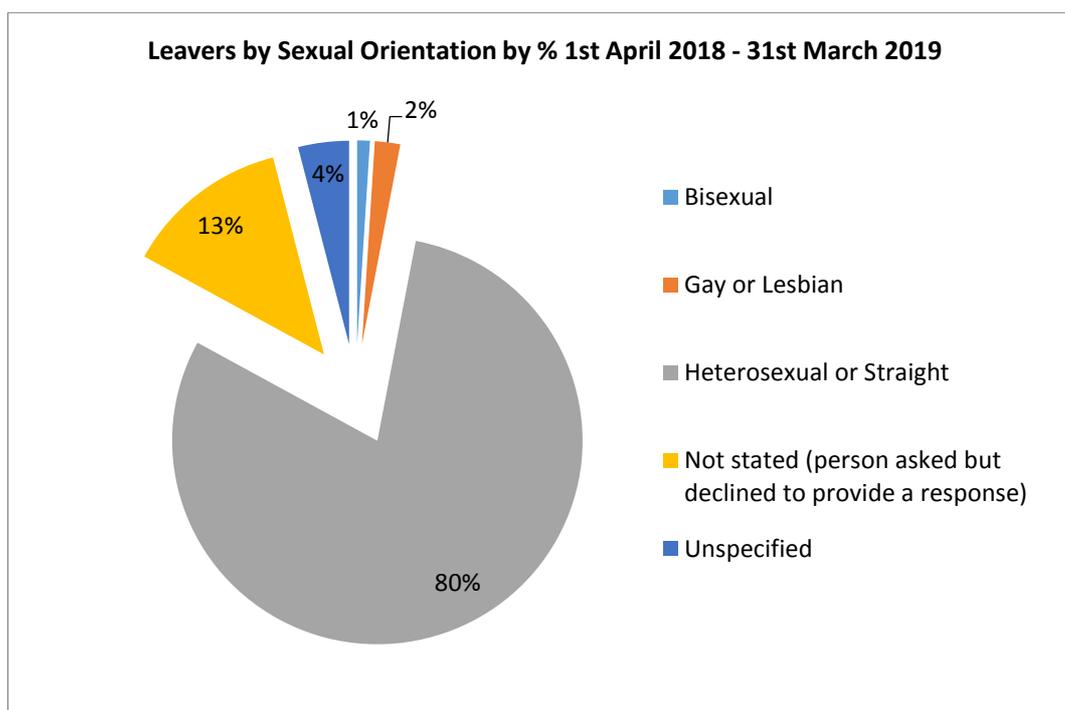


### 8.5 Ethnic Origin

Ethnic Origin	Headcount
A White - British	164
B White - Irish	6
C White - Any other White background	6
CA White English	2
CB White Scottish	1
CC White Welsh	2
CX White Mixed	1
E Mixed - White & Black African	1
F Mixed - White & Asian	3
G Mixed - Any other mixed background	3

H Asian or Asian British - Indian	1
J Asian or Asian British - Pakistani	1
L Asian or Asian British - Any other Asian background	1
N Black or Black British - African	1
R Chinese	2
S Any Other Ethnic Group	1
SE Other Specified	1
Z Not Stated	4

## 8.6 Sexual Orientation



## 9.0 Our Workforce Equality Objectives Achievements and Progress

Our 2018/19 Equality Objectives were agreed by The Equality Diversity and Inclusion Sub Group (EDI SG) and have been monitored by this group on a Bi-Monthly basis. The objectives were selected in response to the findings from our EDI information including the staff survey, for the Trust to focus on areas where we identified variation in experience or treatment.

	<b>Implement 'Disability Confident' (replacing 2 ticks)</b>
	The Trust has signed up to the Government Scheme 'Disability Confident' which has replaced the 'Two Ticks'

	<p>The Disability Confident scheme has 3 levels that have been designed to support employers on their Disability Confident journey. Employers must complete each level before moving on to the next. The Trust continues to work towards the next two levels and includes collaborative working across the directorates to include recruitment and retention objectives, support interventions, communications materials and the use of the symbol on documentation.</p>
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<p><b>Integrate WRES findings and action plan into workforce planning / recruitment strategies ahead of the opening of the new Cancer Centre</b></p>	
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	<p>BAME representation at the Trust is reflective of the current local population. The emerging picture shows some improvements for BAME staff including representation at board level; however, there is much more work to be done in recruitment, retention, succession planning and training opportunities. The Trust is aware that with the pending move to the Liverpool site circa 2020 engaging and developing relationships with BAME organisations, local community groups, schools and networks to promote employment opportunities at all levels including apprenticeships and graduate programmes (through NHS Employers) will be essential.</p>
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<p><b>Develop guidance for managers on dealing with bullying and harassment</b></p>	
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	<p>In response to National Staff Survey results and a series of focus groups conducted with a number of staff a 'Respect for Each Other' toolkit has been developed and is available on the Trust extranet for all staff to access. It is designed to provide information, advice and solutions to dealing with workplace bullying and harassment, and other forms of unacceptable behaviour. It consists of case studies, checklists and examples of good practice; providing staff and managers with some of the latest thinking on how to encourage a more positive approach to workplace relationships and to promoting dignity at work.</p> <p><b>In addition:</b></p> <ul style="list-style-type: none"> <li>• The Bullying and Harassment Policy has been reviewed, approved and renamed 'Respect for Each Other Prevention of Bullying and Harassment in the Workplace'</li> <li>• Bullying and harassment awareness training has been delivered across the directorates.</li> <li>• The role and remit of Relations at Work Group has been reviewed and re- launched as the Respect for Each Other Champions Group.</li> <li>• Communications Trustwide include, leaflets, posters, Team Brief, E-Bulletin and face to face communication by Respect for Each Other Champions</li> </ul>
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## Implement gender pay gap reporting

The requirement for public bodies to publish their gender pay data summarised six key metrics around mean, median and bonus pay for staff. Included in this was information demonstrating the following pay difference in average and median hourly pay at 31 March 2017 and we are now able to add data for 31 March 2018 as well.

Gender	31 Mar.2017 Avg. Hourly Rate %	31 Mar.2018 Avg. Hourly Rate %	31 Mar. 2017 Median Hourly Rate %	31 Mar. 2018 Median Hourly Rate %
Male	22.0	26.2	18.0	18.2
Female	15.5	14.1	14.0	14.1
Difference	6.7	10.4	4.0	4.1
Pay Gap%	29.9	39.8	22.3	22.3

The data indicates that the Trust has a pay gap difference that favours men of nearly 30% as of 31 March 2017 and that this has increased to nearly 40% by 31 March 2018, further analysis is required to understand this increase.

In addition the information contained in the Gender Pay Gap report highlights that the Trust has a median gender pay gap of 21.5% in favour of males and a mean gender pay gap of 29.8% in favour of males.

Analysis of the Trust's data, together with national information, will be used to inform and develop a Trust wide action plan which will be monitored by the Workforce and Organisational Development Committee (WOD)

## 10.0 Recruitment

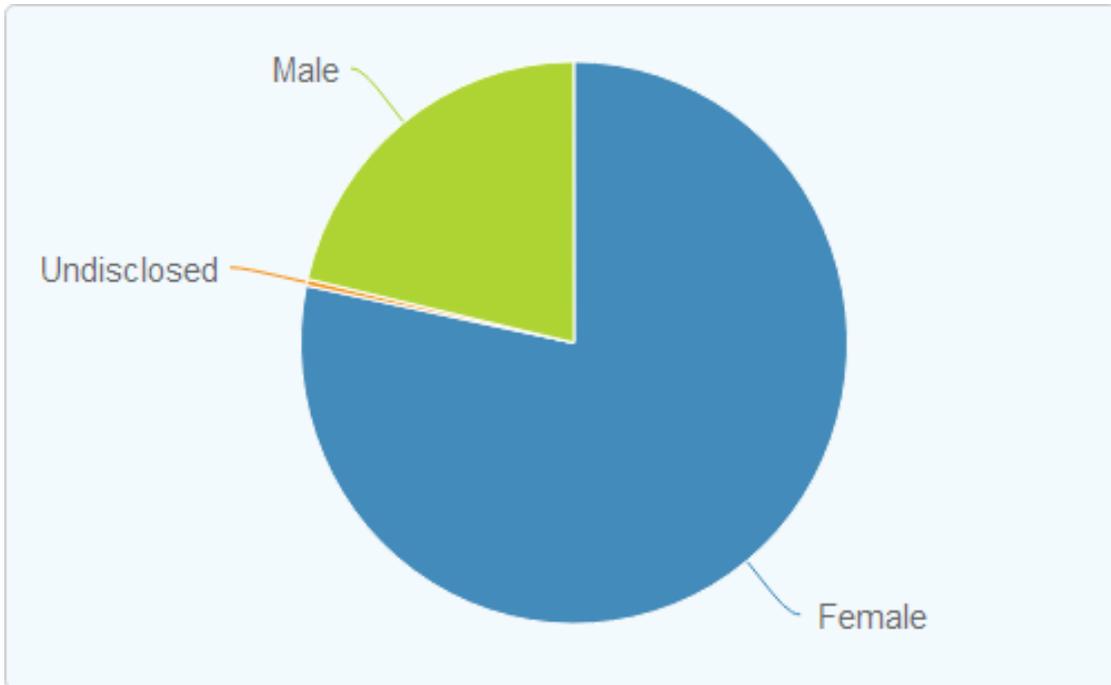
The Trust aims to build and develop a workforce that is representative of the community we serve. We continue to develop positive practice to promote equality of opportunity in employment. The Trust aims to attract and appoint the most suitable candidate for each vacancy. Decisions regarding shortlisting and appointment are taken without reference to candidate's age, disability, gender, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Trust is ambitious in terms of our drive to increase the number of apprentices and to be acknowledged by future applicants and workforce as a caring employer within a diverse workforce.

During the period 1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019 the Trust received 40905 applications, 1338 were shortlisted and 798 attended interview and 319 applicants

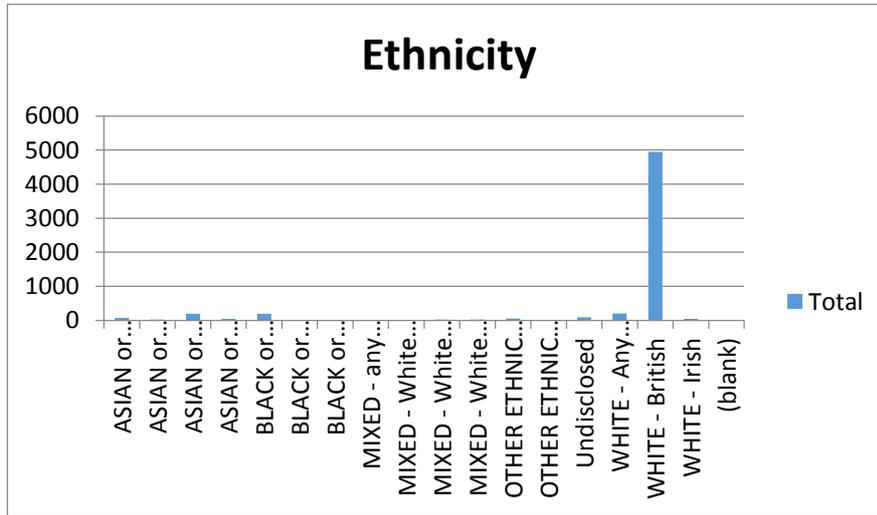
appointed. Overall there were a higher percentage of applications from females when compared to male. Again, this is reflective of the wider health care economy, which traditionally has a higher female workforce due to the range of caring roles.

## 10.1 Gender



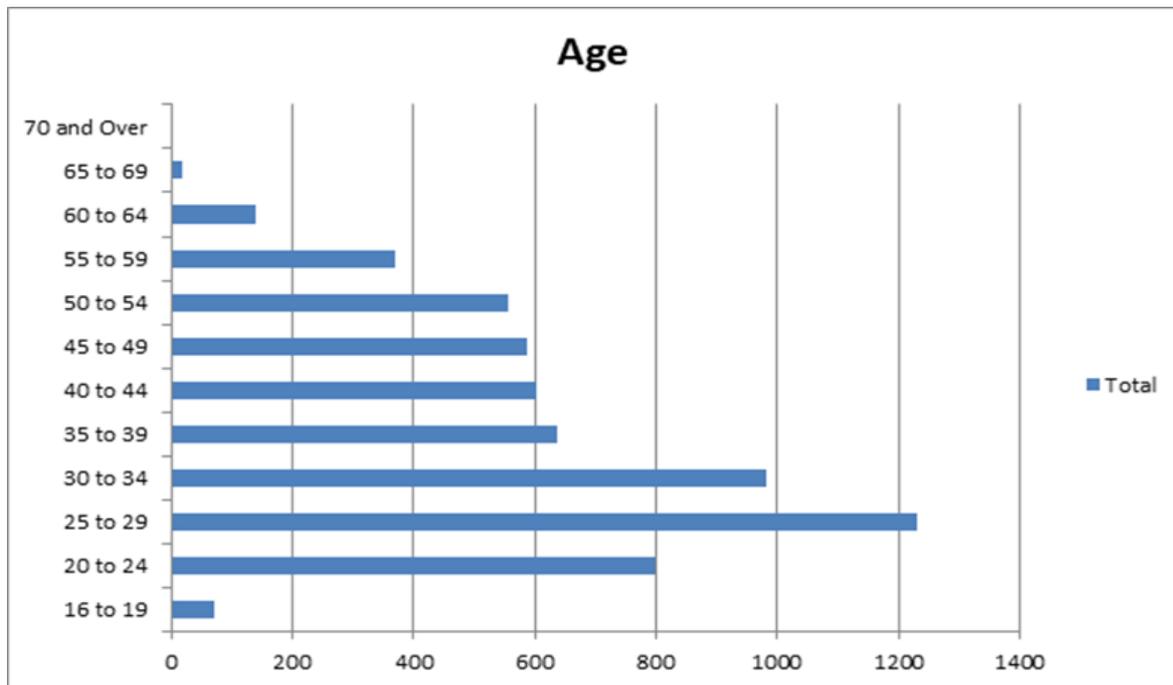
Due to the caring nature of the roles within the Trust applications from females are higher than that of male applicants.

## 10.2 Ethnicity



Applications are representative of the local population in which the Trust provides services. The Trust engages with the local labour market by hosting events for schools and liaising with local colleges. The annual ethnicity profile of staff is low compared to the national profile, but this is thought to be due to the specialist nature of the Trust and the geographical location (the only Cancer Centre in Merseyside and Cheshire). Recruitment Services are focused on recruitment and attraction plans in preparation for the move to the new hospital in Liverpool and will concentrate on the demographics of the new location. This will generate engagement with a variety of schools, universities, diverse community groups and agencies.

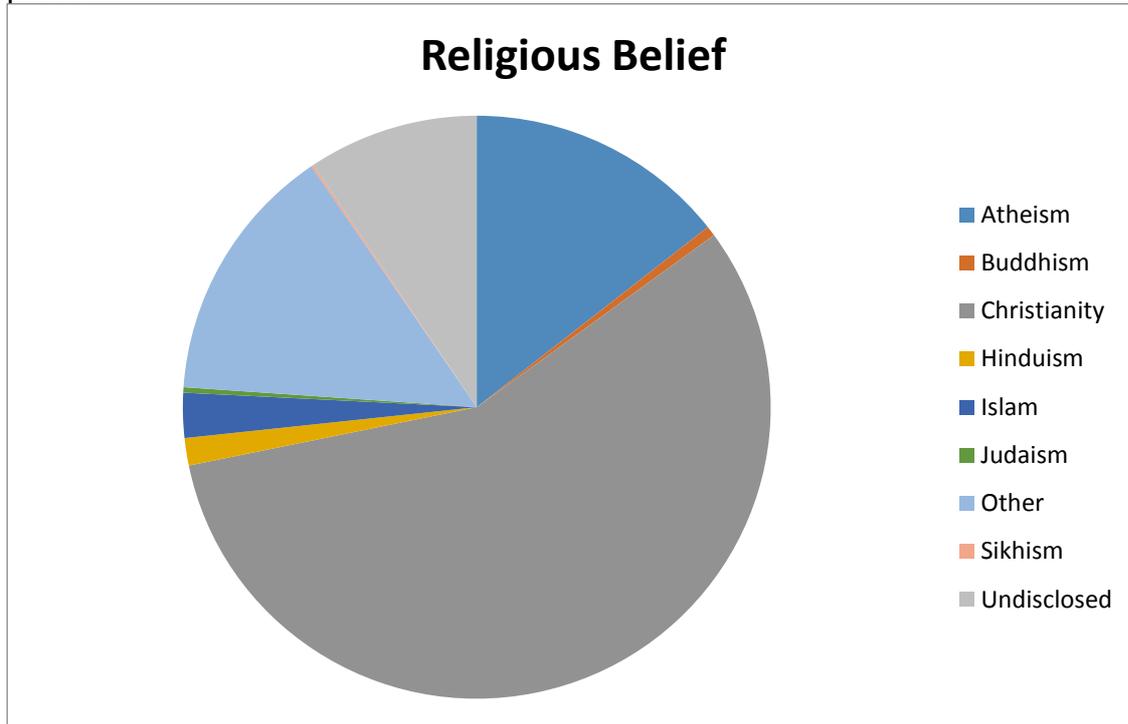
## 10.3 Age



This chart indicates the Trust is attracting the most applicants in the 20 to 35 age band further analysis is required to identify the representative staff groups.

## 10.4 Religious Belief

The information in this chart is based on self-declaration data during the recruitment process



### What does our recruitment data tell us?

The recruitment data implies that the Trust is engaged in recruitment through the local labour market and attracting applications close to the current main site, however the Workforce and OD Directorate acknowledges that proactive recruitment initiatives are required to reflect a more diverse population and labour market when the main site is based in Liverpool.

## 11.0 Performance Appraisal Development Reviews (PADR)

The Trust has a reputation for high quality care and always improving our services for the benefit of our patients. To support this Performance Appraisal Development Reviews are mandatory for all staff on an annual basis.

An online PADR system is currently in development which will enable the Trust to build on that platform of excellence by supporting a better understanding of what is expected of the workforce, and how individual personal contribution helps teams and the Trust achieve its longer term objectives and enable better reporting.

## 12.0 Disciplinary

The Trust has a comprehensive disciplinary policy in line with ACAS Code of Practice on Disciplinary and Grievance Procedures and agreed with our Trade Union partners. The policy outlines the procedure for dealing with concerns of a disciplinary nature, ensuring all employees are treated in a fair and consistent manner. The Workforce and Organisational Development Directorate oversee the operation and monitoring of this

policy, and ensure the provision of training, guidance and support to managers when employing this policy. The appropriate level of WOD support is present during formal hearings

Between 1<sup>st</sup> April 2018 and 31<sup>st</sup> March 2019, approximately 10 were progressed (representing 0.7 % of the overall workforce). The number of disciplinary cases heard during this period were reviewed by the 9 protected characteristics and compared to the total workforce. However the overall numbers involved were very small which may affect the statistical significance of this data; in view of this the disaggregated data is not indicated to protect individuals.

## 13.0 Grievances

The Trust has a comprehensive grievance policy in line with ACAS Code of Practice on Disciplinary and Grievance Procedures and agreed with our Trade Union partners. The policy outlines the procedure for the raising and resolution of individual and collective grievances in a fair and consistent manner. The Workforce and Organisational Development (W&OD) Directorate oversees the operation and monitoring of this policy, to ensure its fair and consistent application.

Between 1<sup>st</sup> April 2018 and 31<sup>st</sup> March 2019, approximately 8 were progressed (representing 0.6% of the overall workforce). The number of grievance cases heard during this period were reviewed by the 9 protected characteristics and compared to the total workforce. However the overall numbers involved were very small which may affect the statistical significance of this data; in view of this the disaggregated data is not indicated to protect individuals.

## 14.0 Respect For each Other (Preventing Bullying & Harassment in the Workplace)

In response to National Staff Survey results and a series of focus groups conducted with a number of staff the Trust's Bullying and Harassment policy was reviewed and renamed 'Respect for Each Other' prevention of bullying and harassment in the workplace. This is a comprehensive policy in line with ACAS Code of Practice on Bullying and Harassment Procedures and agreed with our Trade Union partners. In addition a toolkit has been developed and is available on the Trust extranet for all staff to access. It is designed to provide information, advice and solutions to dealing with workplace bullying and harassment, and other forms of unacceptable behaviours. It consists of case studies, checklists and examples of good practice; providing staff and managers with some of the latest thinking on how to encourage a more positive approach to workplace relationships and to promoting dignity at work.

Between 1<sup>st</sup> April 2018 and 31<sup>st</sup> March 2019:

6 cases regarding bullying and harassment have been raised.

0 cases raised anonymously

2 cases raised by collective grievance-Outcomes of all cases 4 cases on-going,

1 no case to answer and 1 resolved at Informal Stage

The Trust remains committed to providing an organisation free from Bullying and Harassment in all its forms and will take steps in partnership with the recognised Trade Unions to achieve its objective. It endeavours to ensure that all employees have the

best possible environment in which to work and learn. We want our employees to work in workplaces where they are treated with dignity and respect while carrying out their duties

## 15.0 Staff Survey Results

### Key Messages

The 2018 NHS Staff Survey, administered by Quality Health was open for completion by our staff during an eight week window in October and November 2018. Our response rate was 62%, representing nearly two thirds of our workforce, equal to last year's response rate and higher than the national sector response rate of 53%.

The high level results were received in December 2018 and the full management report received in February 2019. The results are being communicated across the Trust and departmental action plans being developed to bring about improvements. At Trust level we are continuing to focus on the following areas identified for improvement following the 2017 survey

- Support staff to improve their health and wellbeing
- Staff engagement and involvement in change
- Improving the quality of appraisals

And in addition how we can continue to improve on the effectiveness and support offered by immediate managers

## 16.0 Conclusion

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 make changes based on fact and rather than assumptions.

This reports sets out the equality monitoring data in respect of our workforce and employment practices and the range of actions taken during 2018-19 to continually provide robust and fair practices for our workforce and applicants. Although we have made progress, we recognise there is always more that we can do and we continue to strive to improve and ensure all our employment practices are fair, accessible and equitable.

This report has been considered by the Workforce and OD Committee and the comprising of senior manager, workforce and trade union representatives who meet in partnership to discuss issues which concern the employment relationship.

The information contained in this report will be considered by key stakeholders including the Integrated Governance committee, staff and trade union representatives in order to review progress and embed the appropriate equality objectives for the Trust.

