

Whittington Health Trust Board

6th September 2017

Title:	Equality & Inclusion Report 2016/17		
Agenda item:	17/119	Paper	12
Action requested:	For Board approval		
Executive Summary:	<p>Whittington Health serves a diverse population, delivering services from over 40 sites across London. The implementation of the Trust's Clinical and Workforce Strategies plus the Health & Wellbeing Strategy articulate the Trust's commitment to providing an infrastructure for improving health, wellbeing and development opportunities for the workforce in order to support the provision of excellent patient experience.</p> <p>The Trust recognises the importance of incorporating equality and diversity, embedding inclusion within a complex and multifaceted climate of daily operational activities. This Annual Equality and Inclusion Report outlines work undertaken during 2016/2017. Going forward, activities should implement equalities and inclusion as a 'golden thread' throughout the Trust's everyday and strategic business.</p> <p>This report compares our inclusion performance across three years' of data (2014-17) where available; with data from the North Central London STP (10 Trusts), and with London STPs (35 Trusts) for the year 2015-16.</p>		
Summary of recommendations:	<p>Recommendations for 2017/18 show what is required to create and further embed a more inclusive culture that supports the Trust's ICARE values and corporate objectives. This will need to include consideration of available research and feedback from a variety of sources including the National Staff Survey 2016 and NHS Workforce Race Equality Standard 2016.</p>		
Fit with WH strategy:	Clinical, Workforce and Health & Wellbeing Strategies		
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Whittington Health
NHS Trust

Equality and Inclusion Report
2016 – 2017



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Executive Summary

Whittington Health serves a diverse population delivering services from over 40 sites across London. The implementation of the Trust's Clinical Strategy underpinned by the six strategic objectives outlined in the Workforce Strategy, plus the Health & Wellbeing Strategy articulate the Trust's commitment to continuing to provide an infrastructure for improving health wellbeing and development opportunities for the workforce in order to support the provision of excellent patient experience

The Trust recognises the importance of incorporating equality and diversity, embedding inclusion within a complex and multifaceted climate of daily operational activities. The Trust takes an integrated approach in order to enhance the high quality work undertaken to improve patients' experiences and the health and wellbeing of the workforce.

The Annual Equality and Inclusion Report outlines the work undertaken during the period of 2016 – 2017. Going forward, activities should implement equalities and inclusion as a 'golden thread' throughout the Trust's everyday and strategic business.

The recommendations for 2017/18 reflect and underscore what is needed to begin to create and further embed a more inclusive culture that supports the Trust's ICARE values, and the Trust's corporate objectives. This will need to include consideration of the wealth of research available and feedback from a variety of resources such as the National Staff Survey 2016 and NHS Workforce Race Equality Standard: 2016 Data Analysis Report for NHS Trust.

This report compares our inclusion performance across three years' of data (2014-15, 2015-16 and 2016-17) where data is available; with data from North Central London (NCL) sustainable transformation partners (STP) (10 trusts), and with London STPs (35 trusts) for the year 2015-16.

1.0 Introduction

Whittington Health employs a staff of over 4,300 that reflects the diverse population in the local communities it supports.. The Trust delivers services to more than 500,000 people in the boroughs of Haringey, Islington, Barnet, Camden, Enfield, Hackney, and since the acquisition of the Dental Service, Harrow, Ealing, Hounslow and Brent across over 40 sites

The Trust's Clinical Strategy provides a framework and direction for the organisation to be a national leader in delivering safe, integrated care to our local community. 'Helping local people live longer, healthier lives', continues to be the overall mission and strategic vision. The Trust employs a diverse workforce which enables the Trust to proactively meet the needs of our patients and service users.

The Trust continues to be committed to the promotion of equality of opportunity for all its employees. The Equality Policy 2015-18: Promoting Equality, Diversity and Human Rights provide guidance and direction for all staff as outlined under the Public Sector Equality Duty of the Equality Act 2010.

The organisation values reinforce the value of equality, equity and inclusion. The 5 core values that produce the acronym, ICARE (Innovation, Compassionate, Accountable, Respectful and Excellence) supports the principles of celebrating diversity, kindness, being respectful and inclusive as an Integrated Care Organisation (ICO).

The Equality Plan 2015-18 and previous reports relating to equality, diversity and inclusion can be accessed through the Trust's website: www.Whittington.nhs.uk

2.0 Equalities Legislation

The introduction of the Equality Act 2010 made it unlawful to discriminate against people on the basis of any one or more of nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex, sexual orientation, and pregnancy and maternity. As a public sector organisation, Whittington Health has a duty under Section 149 of the Act known as the 'Public Sector Equality Duty' (PSED). This requires Whittington Health to have due regard to:

- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act
- b) Advance equality of opportunity between individuals who share a relevant characteristic and individuals who do not share it.
- c) Foster good relations between individuals who share a relevant protected characteristic and individuals who do not share it.

This legislation is applicable to all services, functions and contractors that are commissioned to provide a service or services on behalf of Whittington Health.

3.0 NHS Standard Equality Requirements

The Workforce Race Equality Standard (WRES) was first introduced during 2015 and is a requirement of the NHS Standard Contract. From April 2016 the Care Quality Commission (CQC) included the WRES as part of its inspection regime for NHS Trusts. The Trust's WRES data is considered under the 'well led' domain with the Equality Delivery System (second iteration: EDS2) as indicated within the NHS Standard Contract for 2017/18 and 2018/19¹.

The Trust's first WRES report was published in December 2015 providing benchmark data for future publications. The second WRES report was published in September 2016. The data from that published report contributed to the 2016 Data Analysis Report for NHS Trusts published in April 2017. Key findings and other detailed benchmarking information can be found in the report: <https://www.england.nhs.uk/wp-content/uploads/2017/03/workforce-race-equality-standard-data-report-2016.pdf>

The WRES data for 2016-17 and comparisons with data gathered since the introduction of the WRES can be found in appendix 1. Some of the data highlight the progress that has been made over the past two years, whilst elsewhere it is possible to identify areas that require further work to better understand the gaps and issues, identify the steps necessary to close them, and take action to make improvements in order to implement the PSED of the Equality Act 2010.

¹ NHS England, 'NHS Standard Contract 2017/18 to 2018/19: Service Conditions (full length)', November 2016.

4.0 Data Sources

The following data and information sources were used to compile this report:

- i. Clinical Strategy
- ii. Workforce Strategy
- iii. Health and Wellbeing Strategy
- iv. Workforce Assurance Committee
- v. Workforce Race Equality Standard data extracted for the Whittington Health's Electronic System Record
- vi. NHS Workforce Race Equality Standard: 2016 Data Analysis Report for NHS Trusts
- vii. Workforce Race Equality Standard Data for London STP areas (2016)

5.0 Workforce Strategy

There are six strategic objectives outlined in Trust's Workforce Strategy 2016-20 designed to support the delivery of the Clinical Strategy with a complex and multifaceted agenda to achieve, while taking an integrated approach through workforce development and effective leadership. They are:

- i. Performance management, maximise productivity and maintain quality
- ii. Workforce planning and design
- iii. Education, training and learning
- iv. Employee engagement and wellbeing
- v. Model employment practice
- vi. Rewarding and recognising staff

The Trust's Workforce Health and Wellbeing Strategy 2015-2020 further underpins the Workforce Strategy through the following priorities and their associated outcomes:

- Priority 1: Improving health life expectancy
- Priority 2: Improving mental health and wellbeing
- Priority 3: Improving psychosocial working conditions

These objectives and priorities support the strategic goal within the NHS EDS2 of having 'empowered, engaged and well supported staff', as stipulated in the NHS Standard Contract.

6.0 Workforce Profile

The table below illustrate the breakdown of all ethnic groups working at Whittington Health in comparison with our local population and with the NHS workforce as a whole. The data shows that Whittington Health employ forty five per cent of the workforce from a Black and Minority Ethnic (BME) background.

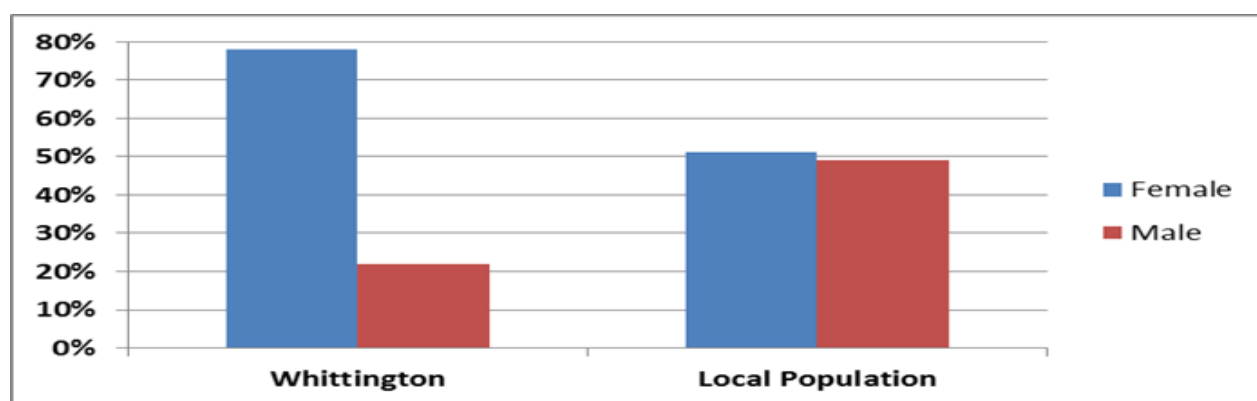
Table: Breakdown of all ethnic groups

Breakdown of Ethnic group	Whittington Health %	Local Population %	NHS Workforce %*
White	48	64	78
Black or Black British	23	16	5
Asian or Asian British	13	9	9
Mixed	3	7	1
Any other ethnic group	6	4	2
Not stated/Unknown	7	-	4

* Source: NHS Digital – December 2016 Data

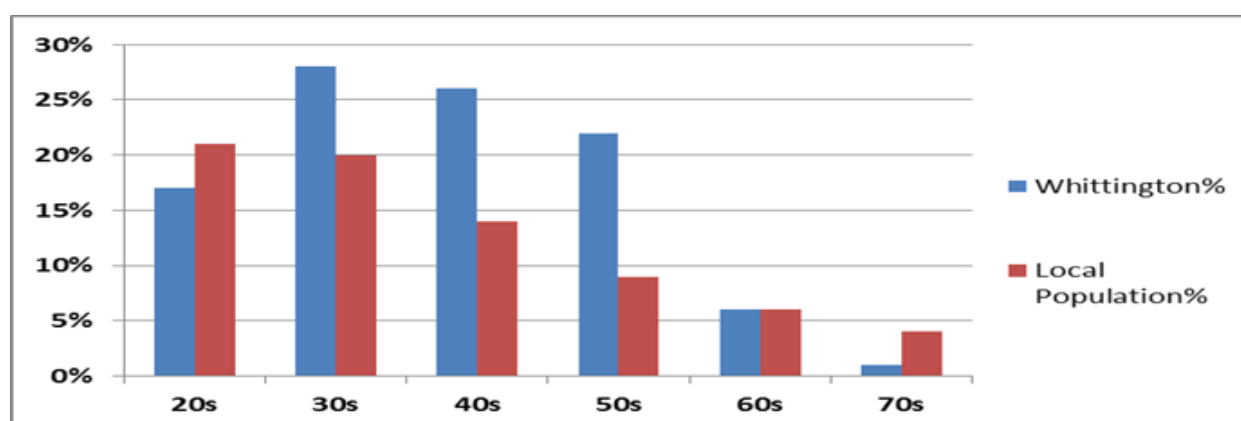
The current workforce appears to reflect the local population when taken as a whole across the Trust. Work is being carried out to improve the quality of the data about the workforce to improve the robustness of the information for making comparisons, to establish trends and to identify emerging themes.

6.1 Graph: Staff profile by gender



As a National Health Service organisation it is not unusual for the workforce to have a high percentage of female staff. The graph shows that 78% of the workforce is female with male staff representing 22%. In comparison 49% of the local population.

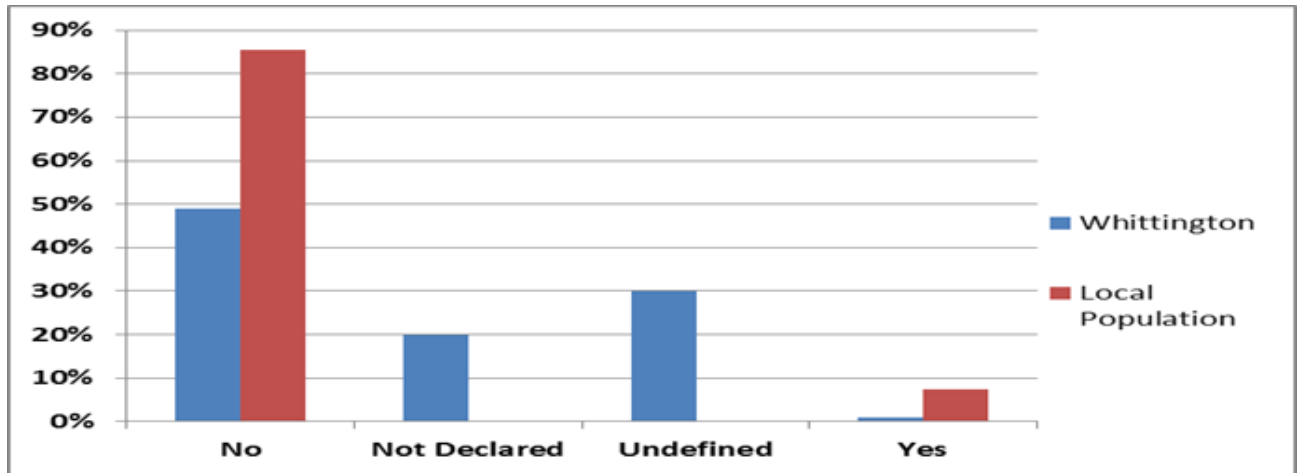
6.2 Graph: Staff profile by age



The table above demonstrate the data known about the age demographics of the workforce.

The highest numbers of staff are in their thirties (28%). Whittington Health has a lower percentage of staff in their twenties (17%) compared to the local population (21%) although there is a good representation of staff aged in their sixties (6% staff and community).

6.3 Graph: Breakdown of Disability

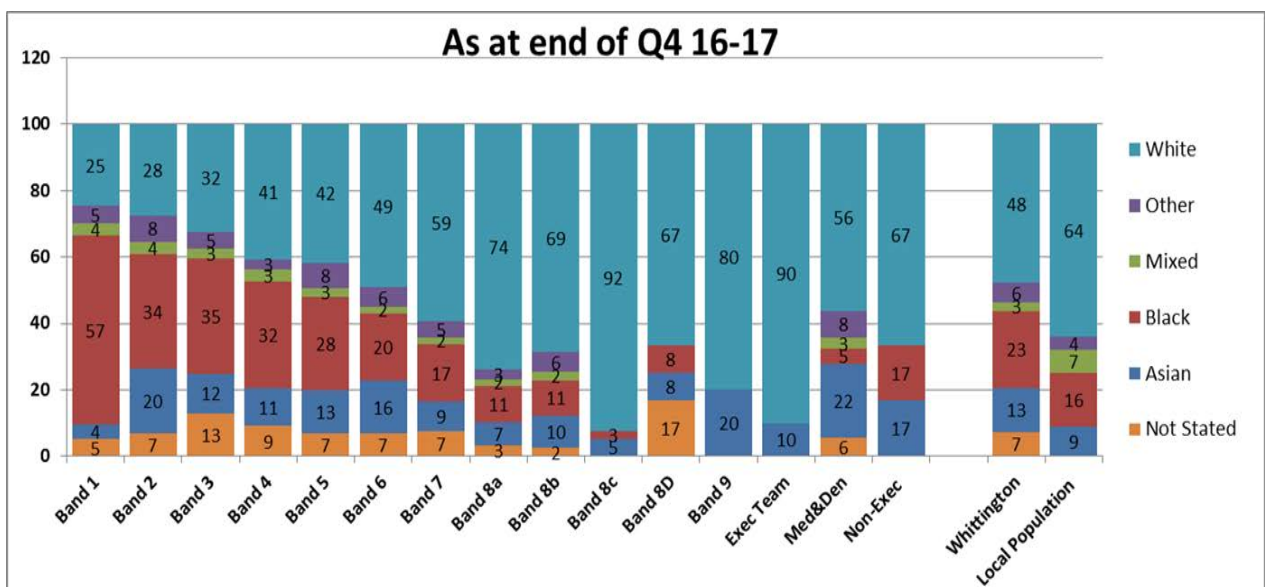


The table above shows that 8% of the local population has declared a disability that limits their day to day activity, with 7% indicating they have a long term condition. Whittington’s figure (1%) of those who have declared a disability appears low in comparison. However, it should be noted that a total of 50% is either not declared or undefined.

Measures are being implemented at recruitment stage to ensure disability data is recorded on the electronic staff record (ESR) for all new staff.

The Learning Disability Employment Pledge was signed in 2016 declaring the Trust’s commitment, which will be further reinforced by becoming a ‘Disability Confident Employer’ during 2017. The following link provides more information on the Employment Pledge: <http://www.nhsemployers.org/your-workforce/plan/building-a-diverse-workforce/need-to-know/creating-a-diverse-workforce-learning-disability>

1.4 Graph: Staff profile by Band and Ethnicity



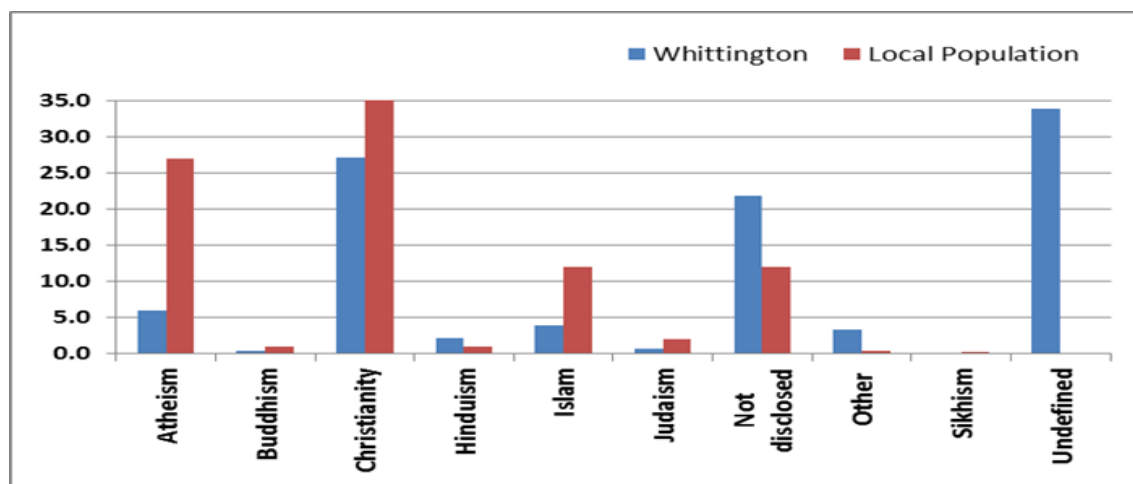
The table above shows the race profile of Trust’s workforce: 45% are BME staff compared with 48% White staff (and 7% not stated).

Of all staff banded 8 and above, 31% are BME staff (29% in Q4 15-16) and 65% are White staff (67% in Q4 15-16). There are 4% of staff who did not state their ethnicity (no change from Q4 15-16). On average the majority of staff in bands 1-6 are BME staff (52%) while the majority of band 7 staff are White staff (59%), although 8% across Bands 1-7 did not state their ethnicity. In comparison, 36% of the local population (Haringey and Islington population from the Census 2011) are from Black and ethnic minorities while 64% are White.

Whittington Health has an overall higher proportion of BME staff as compared to the local population. The proportion of BME staff in Bands 8 and above, including Executive, Medical and Board level staff, has increased by 2% (to 31%), 5% short of total BME proportion of the local population.

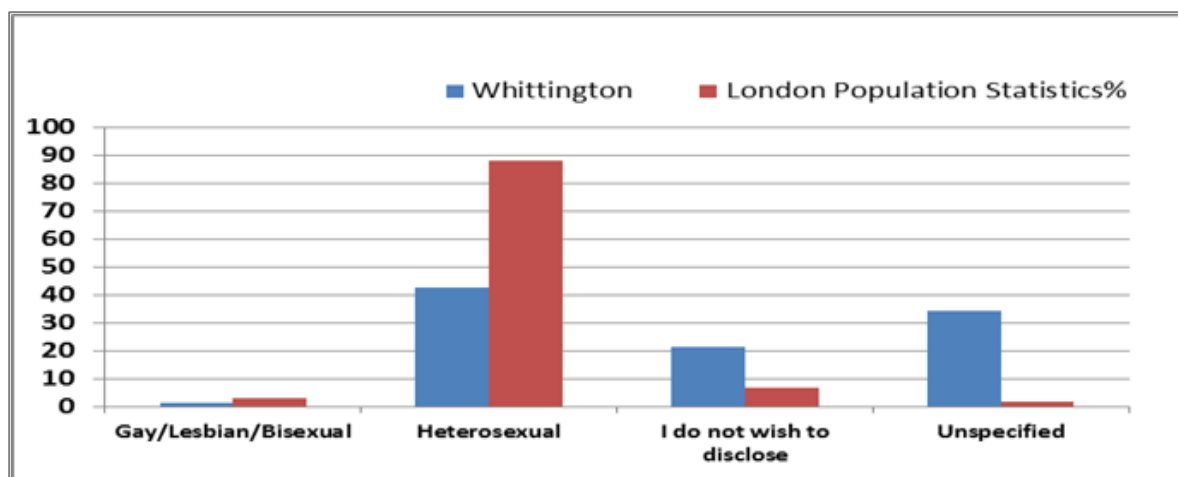
The WRES data (Indicator 1) for London sustainable transformation partnerships (STP) (Appendix 2) shows that Whittington Health is one of three out of the ten trusts in the North Central London (NCL) STP who report that 100% of their very senior managers (VSM) are White; and one of ten out of the 35 trusts in all-London STPs who report that 100% of VSM are White. This highlights the need to focus on the career development of BME staff.

6.5 Graph: Staff profile by Religious Belief



The table above show the breakdown of staff profile by religious belief in comparison with the local population. The highest number of staff reporting a religion are Christian (27%) compared with the local population (43%). Atheists are the second highest category in Whittington (6%). This follows the trend of the local population. The third highest reported religious belief system in Whittington is Islam (4%%). However, Whittington Health has a lower representation in comparison with the local population. There is a small but significant proportion (3%) who disclosed 'other' religious beliefs.

6.6 Graph: Staff profile by Sexual Orientation



*ONS Integrated Household Survey, January – December 2014). Benchmark used is at London level, no borough data is available.

The table on Staff profile by Sexual Orientation show 43% of Whittington staff are heterosexual, which reflects the trend of the London population. The Trust has a slightly lower representation of bisexual, gay and lesbian categories (2%) as compared to the London population (3%) and a significantly higher rate of those who do not wish to disclose and those who have not been asked, or answered the question (>20%).

6.7 Table: Breakdown of six of the Protected Characteristics – Equality Act 2010.

Protected Characteristics (Demographics)	Known/ Indicated 'Yes'	Indicated 'No'	Indicated 'Did not want to say'	Undefined/Not declared
Gender	100%	-	-	-
Disability	1%	33%	-	66%
Sexual Orientation	35%	-	31%	34%
Religious Belief	38%	-	29%	33%
Ethnicity	94%	-	3%	3%
Age	100%	-	-	-

The table above provide a detailed breakdown of known and unknown information for six of the nine Protected Characteristics under the Equality Act. Work is already underway to address the gaps in information.

7.0 Recruitment

Recruitment of new external and internal appointments is one of the most significantly important stages in Workforce activities and includes ensuring that employees are employed to reflect the Trust's organisational values and provide excellent healthcare. The results of the data collected for the WRES (indicator 2), have identified that the relative likelihood of White staff being appointed to BME staff was 2.17 greater during 2016-17. This is a slight improvement on 2015-16 when the rate was 2.28: a slight decrease of 0.11 over a 12 month period. The data for the period of 2014-15 was unavailable. See appendix 1, Indicator 2 for a breakdown of data.

The STP WRES data for Indicator 2 (Appendix 2) shows that, in spite of the improvement, we have the highest likelihood for appointing White candidates in NCL, and the third highest across London, again highlighting the need to focus on the career development of BME staff including the management of the recruitment, application and interview process.

A working group will be set up during 2017-18 to review this data and relevant practices and processes, and will make recommendations to improve parity at the recruitment and appointment stages. Additionally, a request will be added to all contract cover letters sent to new starters asking that they log in to employee self-service to ensure personal data is complete and accurate, including protected characteristics.

8.0 Employee Relations

The Trust began capturing and monitoring employee relations cases 18 months ago. Data gathered for WRES showed the relative likelihood of BME staff entering the formal disciplinary process compared to that of their White counterparts were 2.67 times greater during 2015/16. During 2016/17 the figure has slightly decreased to 2.41 times greater. During 2017/18 action will be taken to capture more detailed equality data to facilitate a more detailed analysis of employee relations cases, this will include a review of the system currently collating and reporting the data. For a breakdown of the WRES data, see appendix 1, indicator 3.

The London STP data (Appendix 2) for Indicator 3 shows that Whittington Health has the 5th highest likelihood of BME staff entering the disciplinary process in NCL and joint 13th highest in London STP.

9.0 Workforce Assurance Committee

The Trust's Workforce Assurance Committee, in line with the Trust's corporate objectives, Workforce Strategy, national and local standards, and policies, and compliance with relevant equality legislation, diversity and inclusion practices, works to ensure an effective structure, process and system of control for workforce governance and risk management. The Workforce Assurance Committee, chaired by a Non- Executive Director met four times during 2016-17 and was quorate in line with its terms of reference. Plans and activities in relation to the equalities agenda, will be reported to and guided by this committee.

10.0 2016 Staff Survey Results

Whittington Health as an Integrated Care Organisation (ICO) conducted its sixth national staff survey in 2016. For 2016 the Trust opted to select a random sample of 1,227 staff to complete the staff survey. Whittington Health's overall response rate was 36% against the national community acute Trust average of 40%, equating to 441 responses. This was an increase of 6% since the 2015 survey. Demographic characteristics of respondents were:

- **Age:** Between 16 - 30, 19%. Between 31 - 40, 26%. Between 41 - 50, 27%. 51 and over, 29%.
- **Gender:** Male respondents 26%, female respondents 74%.
- **Ethnicity:** White responses 60%, BME responses 40%.
- **Disabled:** Responses from staff declaring a disability 13%, responses from staff not declaring a disability 87%

The survey results noted improvements in areas such as communication between senior managers and staff and the quality of appraisals. However, areas which related to bullying and harassment, often experienced as related to protected characteristics and therefore linked to the equality agenda, showed scores ranked among the bottom five results. Examples include The table below shows the areas:

10.1 Table: Three Indicators comparing our Trust results against National results.

	Indicator	Our Trust	National
1	Staff experiencing harassment, bullying or abuse from staff	30%	23%
2	% of staff experiencing discrimination at work in the last 12 months	19%	10%
3	% of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	31%	26%

The three bottom ranking scores also appeared amongst the bottom five results in the Trust's 2015 results and have shown little improvement in the year. The percentage of staff experiencing harassment, bullying or abuse from service users has been highlighted as a concern and will require attention through action planning for 2017-18 and beyond. Each ICSU has agreed an action plan which underpins the corporate plan for staff survey priorities.

Four of the staff survey indicators will be used to carry out comparisons of the outcomes of responses for BME and White staff. The results will be incorporated into the WRES Indicator 5-8 for 2017 WRES-analysis and is likely to be published in 2018. See appendix 1, Indicators 5-8.

Whilst the level of harassment and bullying is of concern, the local WRES data (Appendix 1) Indicators 5 and 6, shows that is little difference in race profile of those reporting it, either from patients and public, or from colleagues and managers. The London STP WRES data (Appendix 2) Indicators 5 and 6 shows those trusts (Tavistock and Portman in NCL, and 4 more trusts in other London STP) which have achieved lower levels (below 20%) from which we could learn.

London STP WRES data (Appendix 2) Indicator 8 shows the percentage of Whittington Health BME staff who report experiencing discrimination is 6th highest of the ten trusts and 16th highest of 35 trusts in London. Of more concern is that it is almost double that of White staff reporting discrimination. The WRES data in Appendix 1 shows this gap has increased in the last year from 7% to 10%. More information is needed on the nature of discrimination to support focused action.

11.0 Anti-Bullying and Harassment Scheme

The Anti-Bullying & Harassment Scheme was launched in June 2016 with 17 externally trained in-house Anti-Bullying and Harassment Advisors. The Advisors reflect the diversity of the Trust in terms of professions, bandings and representation of the directorates. The purpose of the Scheme is to provide a resource of trained advisors to signpost individuals to a selection of supportive assistance to counter the experiences of bullying and harassment. The Scheme provides a 24 hour service through a confidential referral system to safeguard all parties.

Whittington Health's senior leadership have taken a zero-tolerance approach to bullying and harassment. The Scheme was audited within the first six months of being set up and was deemed to be a robust system, although it was found that it required increased publicity to raise its profile. It is recognised that bullying is a complex issue and will require sustained efforts over a longer period to embed the culture of non-bullying behaviours.

During 2017/18 more work will be undertaken utilising data from the WRES and Staff Survey with the focus on eliminating discrimination and promoting better working relationships. This will also include recruiting additional Anti-Bullying and Harassment Advisors.

12.0 Equality, Diversity and Inclusion Training

A range of equality, diversity and inclusion training, some mandatory, has been delivered throughout 2016-17 to continuously increase knowledge, understanding and encourage inclusive behaviours to underpin the Trust's organisational values. Courses offered through the Capital People programme hosted by the London Leadership Academy have been regularly publicised for managers and leaders to attend.

A number of training sessions took place during 2016-17. The figures indicates the number of staff who attended during the course of the 12 month period.

Course Name	Total
Equality, Diversity and Human Rights – Level 1 (e-learning)	742
Becoming an Inclusive Organisation (Unconscious Bias)	114
Customer Care for a Diverse Client Group	274
Equality & Diversity – workbook	737
Equality and Diversity (Refresher and Induction)*	704
Grand Total	2571

*Refresher training is required very three years for existing staff.

We are one of three trusts in NCL, and one of ten trusts in London, which do not have data on the uptake of non-mandatory training by ethnic profile. A systematic review and revision of collection and monitoring is required to improve consistent and accurate reporting.

The London STP WRES data (Appendix 2) Indicator 7 ranks the Trust as 5th highest of ten trusts in NCL for the percentage of BME staff believing that the Trust provides equal opportunities for career progression or promotion. This is 20% below the percentage of White staff. However, more recent local WRES data (Appendix 1) shows an increase of almost 3% for BME staff slightly closing the gap.

The WRES data on the race profile of staff at different levels of seniority; the recruitment data on likelihood of appointing BME staff on interview; and Indicator 7 discussed above, all highlight the need for appropriate action to support career development for BME staff. Examples of programmes include the NHS Leadership Academy 'Ready Now' programme for senior BME staff typically for Bands 8A and above, and the 'Stepping Up' programme for lower Bands.

13.0 Summary of Actions

There are a number of gaps in this report as evident from the information that is presented, which is based on what is currently available. For example, only 6 of the 9 protected characteristics have been reported upon.

The recent (2017-18) restructure of Organisational Development and the strengthening of the staffing resource to focus on inclusion will allow for more focussed attention on workforce data in the first instance. Disability is an example of where disclosure rates need to be improved with only 1% of the workforce declaring a disability which is much lower that disclosed in the local census or in the anonymised staff survey. More concerted focus is required in the coming months

to prepare for the forthcoming Disability Workforce Equality Standard (DWES) which is due to be published in April 2018.

14.0 Recommended Actions

The report provides a clearer picture of the Trust's equality data than previously, although the information is far from comprehensive, and it will take time to develop robust systems for ascertaining quantitative and qualitative information that will contribute to making informed decisions. In order to further cultivate and embed the 'golden thread' of inclusion throughout all levels and areas of the Trust it is recommended that:

1. Action points stemming from the Staff Survey and the 2015-16 WRES Improvement Plan should be reviewed and consolidated to ensure a more holistic approach to addressing gaps is identified.
2. The equalities objectives under the Well-Led domain of the EDS2 are refreshed in line with the six strategic goals articulated in the Workforce Strategy and are reflected in the Trust's Corporate Objectives for 2017/18 and beyond.
3. Develop and implement initiatives following the Staff Equalities Engagement Event (scheduled to take place on 27 September 2017) to address, once identified, the top three priorities for the Trust. These should cover the period of 2017-2020 to ensure sustainability.
4. This report is presented at ISCU Boards and Directorate management meetings to raise awareness and facilitate embedding of equalities and inclusion as a 'golden thread' at local and operational level.
5. The national framework for action on improvement and leadership development in NHS-Funded services, 'Developing People – Improving Care' is applied to the Trust's current leadership initiatives to reinforce a focus on inclusive leadership, including the promotion of the London Leadership Academy programmes 'Ready Now' and 'Stepping Up'.
6. Review and create a plan to improve collection and monitoring of equalities data for non-mandatory learning and development opportunities.
7. Set up a working group to review recruitment processes.

15.0 Conclusion

Whittington Health as a London based healthcare service with a good reputation for delivering services employs an increasingly diverse workforce who will be serving a growing and increasingly diverse population with a variety of multifaceted needs. The changing landscape in terms of the Sustainable Transformation Plans (now 'Partnerships': STP) agenda plus Health and Wellbeing Boards will provide opportunities for more inclusive working across services within and outside the Trust. Therefore, work to set up robust systems to generate intelligence data on the workforce and patients and service users, including a focus on equality and health inequalities is imperative, and can only serve to help the Executive Leadership to make informed decisions that will positively impact the health of the whole workforce, and in turn improve patients' and services users experience. Continued work on the equality and inclusion agenda within Whittington Health will help the Trust to fulfil its statutory duties, and will work towards the development of a workforce who are more productive as a result of being 'able to bring their whole selves to work'.

The main data below covers the period April 2016 to March 2017 to meet the Trust's responsibility to prepare and publish WRES data for 2017. The information below should be viewed as comparable data from 2014/15 and 2015/16, where applicable, to demonstrate the Trust's progress since publishing its first report in December 2015.

The WRES data commented on throughout this report is based on equality data captured at the end of March 2017. The previous WRES template was completed in September 2016. The information from that year contributed to the NHS Workforce Race Equality Standard: 2016 Data Analysis Report for NHS Trust published in April 2017. The research within the document gives a comprehensive picture of some of the experiences and impact faced by BME staff across the whole NHS system. Data for Indicators 5 to 8 will be data gathered directed from the results of NHS Staff Survey 2016.

INDICATOR 1: Compare the data for BME and White staff

BME					White				
	Band 1-4	Band 5-7	Band 8a-9	VSM	Band 1-4	Band 5-7	Band 8a-9	VSM	Total
2014/15			8%						*
2015/16			146 (25%)				429 (75%)		4210
2016/17	63.86	46.3	22.83		36.14	53.7	77.17		4284

*total number of BME staff in overall workforce was 23%.

Graph: Staff profile by band and ethnicity provides a detailed breakdown of the number of staff from different ethnic backgrounds within all the bands in comparison with the local population. Whittington Health has a higher population of staff from BME background in comparison to the local population with a significantly higher proportion of the BME staff working in bands 1-4 and 5-7.

INDICATOR 2: Likelihood of staff being appointed

2015/16 - Indicator 2.1

Descriptor	BME	White
Number of shortlisted applicants	996	623
Number of appointed from shortlisting	63	90
Ratio shortlisted/appointed	0.06	0.14

2016/17 - Indicator 2.2

Descriptor	BME	White
Number of shortlisted applicants	584	295
Number of appointed from shortlisting	102	112
Ratio shortlisted/appointed	0.17	0.37

Indicator 2.3	2014/15	2015/16	2016/17
Relative likelihood of White staff being appointed from shortlisting compared to BME staff:	Data not available.	2.28	2.17

Information in Indicator 2.3 shows a fall by 0.11 of the relative likelihood of White individuals being appointed from shortlisting compared to BME counterparts. A key finding from the 2016 Data Analysis report showed that White shortlisted applicants are 1.57 times more likely to be appointed from shortlisting than BME shortlisted applicants, a difference of 0.71² in comparison to 2.17 for 2016/17.

² NHS Workforce Race Equality Standard: 2016 Data Analysis Report for NHS Trusts, page11.

INDICATOR 3: Relative Likelihood – formal disciplinary process

2015/16 - Indicator 3.1

Descriptor	BME	White
Number of staff in workforce	1857	2038
Number of staff entering the formal disciplinary process	34	14

2016/17 - Indicator 3.2

Descriptor	BME	White	Unidentified
Number of staff in workforce	1931	2033	320
Number of staff entering the formal disciplinary process	32	14	14

Indicator 3.3	2014/15	2015/16	2016/17
Relative likelihood of BME staff entering the formal disciplinary process, compared to that of White staff entering the formal disciplinary investigation.	Data not available.	2.67 times greater	2.41 times greater

Note: This indicator will be based on data from a two year rolling average of the current year and the previous year.

There are significant variations between regions and Trusts across the NHS system. In London BME staff are 2.0 times more likely to enter the formal disciplinary process than their White counterparts³. Community provider Trusts performed work with BME staff more likely to enter the formal disciplinary process. Table 3.3 show a small decrease from 2.76 times greater in 2015/16 to 2.41 in 2016/17, a difference of 0.26.

INDICATOR 4: Relative likelihood of BME staff accessing non-mandatory training and CPD compared to White staff.

The current recording processes for reporting non-mandatory training and CPD related development opportunities has not been consistently used. A systematic review and revision of collection and monitoring is required to improve consistent and accurate reporting of data before it can be relied upon for making informed decisions.

³ NHS Workforce Race Equality Standard: 2016 Data Analysis Report for NHS Trusts. page 52.

INDICATOR 5: Percentage of staff experiencing harassment, bullying or abuse from patients, relative or the public in last 12 months.

It should be noted that the sample survey for the NHS Staff Survey was accessible to 1240 staff of which on 35.6% of respondents completed the survey.

Year	BME	White	All staff
2014/15	30%	27%	
2015/16	28.53%	28.75%	
2016/17	28.57%	30.33%	

The table above shows a small decrease from 30% in 2014/15 to 28/57% in 2016/17 for BME staff. The figures for White staff saw an increase from 27% in 2014/15 to 30.33% in 2016/17 for White staff. In comparison with other Trusts within the North Central London region 7 out of 10 Trusts have a higher percentage of White staff experiencing bullying or abuse from patients, relatives or the public in the last 12 months.⁴

INDICATOR 6: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.

Year	BME	White
2014/15	33%	25%
2015/16	27.25%	26.97%
2016/17	31.88%	24.59%

The above table shows an overall decrease or be less than 2% for BME staff and less than 0.5% for White staff this shows downward trend albeit very small. In comparison with North Central London Trusts in the region 8 out of 10 Trusts show that BME staff are experiencing a higher percentage of bullying, harassment, or abuse from colleagues in the last 12 months. The WRES Data Analysis note that 'Significant and sustained differences between BME responses on WRES indicators 5 and 6 reflects real and lived experiences.'⁵

INDICATOR 7: Percentage believing that Trust provides equal opportunities for career progression or promotion.

Year	BME	White
2014/15	62%	87%
2015/16	67.29%	87.28%
2016/17	70%	86.56%

The above table show a distinctive difference between BME and White staff believing that the Trust provides career progress. During 2014/15 62% of BME staff believed that the trust provided equal opportunities for career progression in comparison to 87% of White staff, a difference of 25%. The information for 2016/17 shows a reduction in the gap of 8% over a two cycle. The gap between BME and White is still in double figures of over 16%.

⁴ Workforce Race Equality Standard Data (2016)

⁵ NHS Workforce Race Equality Standard: 2016 Data Analysis Report for NHS Trusts. page 75.

INDICATOR 8: Percentage – In the last 12 months you have you experienced discrimination at work from management/team.

Year	BME	White
2014/15		
2015/16	22% (14.59%).	11.00% (7.40%)*
2016/17	16.56%	6.61%

Comparison of the last two years has shown a decrease by both BME and White staff. The difference between BME staff and White for 2016/17 is 10%. With the exception of one Trust in the North Central London region there is a wide variance between the experiences of BME staff experiencing discrimination at work from management than White counterparts.

INDICATOR 9: The difference between the organisation’s Board voting membership and its overall workforce.

The definition for indicator 9 has changed from 2016 whereby the data will be asking fro non-executive directors to be distinguished from executive directors. There is a very that much of any increase in BME Board membership tend to be among non-executive members not executive members.

Year	BME	White	Unknown
2014/15			
2015/16	3	10	
2016/17	2 (13.3%)	8 (53.3%)	5 (33.3%)

The table above show that the column ‘unknown ‘indicate a percentage of over 33% which is high for the sample size.

			WORKFORCE ETHNICITY				2016 STAFF SURVEY RESPONSE RATES			
			Total Headcount (Mar-16)	% BME	% White	% Unknown / Null	Percentage that responded from total recipients	Base (total number of recipients with ineligible staff removed)	Estimated respondents as % of workforce	
RRP	North Central London	Barnet, Enfield And Haringey Mental Health NHS Trust	2925	47.6%	46.5%	5.8%	52.9	2815	50.9%	
TAF	North Central London	Camden And Islington NHS Foundation Trust	1544	40.8%	57.5%	1.7%	55.4	1495	53.6%	
RP4	North Central London	Great Ormond Street Hospital For Children NHS Foundation Trust	4161	27.3%	71.3%	1.4%	60.2	1157	16.8%	
RP6	North Central London	Moorfields Eye Hospital NHS Foundation Trust	2063	48.7%	42.8%	8.5%	49.7	1901	45.8%	
RAP	North Central London	North Middlesex University Hospital NHS Trust	2995	54.9%	34.6%	10.6%	34.1	2963	33.7%	
RAL	North Central London	Royal Free London NHS Foundation Trust	9447	45.5%	52.4%	2.1%	41.9	9042	40.1%	
RAN	North Central London	Royal National Orthopaedic Hospital NHS Trust	1505	42.9%	54.7%	2.4%	55.4	1358	50.0%	
RNK	North Central London	Tavistock And Portman NHS Foundation Trust	612	25.7%	74.3%	0.0%	57.7	556	-	
RKE	North Central London	The Whittington Hospital NHS Trust	4190	44.3%	48.6%	7.0%	35.6	1240	10.5%	
RRV	North Central London	University College London NHS Foundation Trust	8245	41.5%	51.5%	6.9%	43.5	7529	39.7%	
RF4	North East London	Barking, Havering And Redbridge University Hospitals NHS Trust	6266	43.6%	54.7%	1.7%	43.1	5880	40.5%	
R1H	North East London	Barts Health NHS Trust	14688	50.6%	41.2%	8.2%	46.1	14557	45.7%	
RWK	North East London	East London NHS Foundation Trust	4878	49.8%	47.7%	2.5%	44.9	4610	42.4%	
RQX	North East London	Homerton University Hospital NHS Foundation Trust	3732	50.1%	46.9%	3.0%	54.8	3410	50.1%	
RAT	North East London	North East London NHS Foundation Trust	5742	32.1%	64.7%	3.2%	38.4	5192	34.8%	
RV3	North West London	Central And North West London NHS Foundation Trust	6405	38.2%	57.4%	4.4%	41.1	5534	35.5%	
RYX	North West London	Central London Community Healthcare NHS Trust	2749	40.6%	54.2%	5.2%	44.1	2833	45.5%	
RQM	North West London	Chelsea And Westminster Hospital NHS Foundation Trust	5512	40.3%	53.8%	5.8%	48.2	5160	45.1%	
RYJ	North West London	Imperial College Healthcare NHS Trust	10876	46.5%	44.9%	8.6%	42.3	1198	4.7%	
R1K	North West London	London North West Healthcare NHS Trust	8930	57.3%	37.1%	5.6%	34.9	8180	31.9%	
RT3	North West London	Royal Brompton And Harefield NHS Foundation Trust	3578	30.4%	60.3%	9.3%	39.2	3520	38.6%	
RAS	North West London	The Hillingdon Hospitals NHS Foundation Trust	3962	44.5%	53.1%	2.3%	46.3	3117	-	
RKL	North West London	West London Mental Health NHS Trust	3311	46.8%	48.1%	5.1%	47.0	3183	45.2%	
RJ1	South East London	Guy's And St Thomas' NHS Foundation Trust	14375	38.0%	49.6%	12.4%	38.2	13427	35.7%	
RJZ	South East London	King's College Hospital NHS Foundation Trust	11657	43.0%	53.7%	3.3%	36.1	10569	32.7%	
RJ2	South East London	Lewisham And Greenwich NHS Trust	6000	45.8%	52.8%	1.5%	29.6	5876	29.0%	
RPG	South East London	Oxleas NHS Foundation Trust	3674	35.0%	61.6%	3.3%	44.4	3396	41.1%	
RV5	South East London	South London And Maudsley NHS Foundation Trust	4737	39.8%	57.5%	2.7%	40.4	4537	38.7%	
RJ6	South West London	Croydon Health Services NHS Trust	-	-	-	-	33.4	3499	-	
RVR	South West London	Epsom And St Helier University Hospitals NHS Trust	4827	31.9%	60.8%	7.3%	56.2	4513	52.5%	
RY9	South West London	Hounslow And Richmond Community Healthcare NHS Trust	1062	31.3%	61.9%	6.9%	68.7	1039	67.2%	
RAX	South West London	Kingston Hospital NHS Foundation Trust	2965	32.2%	66.5%	1.3%	50.7	2793	47.7%	
RQY	South West London	South West London And St George's Mental Health NHS Trust	2118	44.3%	52.9%	2.8%	50.0	2023	47.8%	
RJ7	South West London	St George's University Hospitals NHS Foundation Trust	8972	41.1%	54.5%	4.4%	40.2	8621	38.6%	
RPY	South West London	The Royal Marsden NHS Foundation Trust	4275	27.1%	70.6%	2.2%	48.5	3744	42.5%	

INDICATOR 1

			WHITE %				BME %			
			SUPPORT Band 1-4	MIDDLE Band 5-7	SENIOR Band 8a-9	VSM	SUPPORT Band 1-4	MIDDLE Band 5-7	SENIOR Band 8a-9	VSM
RRP	North Central London	Barnet, Enfield And Haringey Mental Health NHS Trust	42.2%	45.8%	75.3%	100.0%	57.8%	54.2%	24.7%	0.0%
TAF	North Central London	Camden And Islington NHS Foundation Trust	42.4%	56.7%	85.6%	92.3%	57.6%	43.3%	14.4%	7.7%
RP4	North Central London	Great Ormond Street Hospital For Children NHS Foundation Trust	54.3%	78.4%	89.3%	91.7%	45.7%	21.6%	10.7%	8.3%
RP6	North Central London	Moorfields Eye Hospital NHS Foundation Trust	40.1%	43.7%	70.8%	90.0%	59.9%	56.3%	29.2%	10.0%
RAP	North Central London	North Middlesex University Hospital NHS Trust	33.4%	35.9%	61.7%	84.6%	66.6%	64.1%	38.3%	15.4%
RAL	North Central London	Royal Free London NHS Foundation Trust	47.4%	52.6%	76.7%	100.0%	52.6%	47.4%	23.3%	0.0%
RAN	North Central London	Royal National Orthopaedic Hospital NHS Trust	53.7%	52.8%	71.4%	85.7%	46.3%	47.2%	28.6%	14.3%
RNK	North Central London	Tavistock And Portman NHS Foundation Trust	57.4%	75.0%	79.5%	90.0%	42.6%	25.0%	20.5%	10.0%
RKE	North Central London	The Whittington Hospital NHS Trust	36.7%	54.2%	77.5%	100.0%	63.3%	45.8%	22.5%	0.0%
RRV	North Central London	University College London NHS Foundation Trust	33.8%	57.3%	81.7%	92.6%	66.2%	42.7%	18.3%	7.4%
RF4	North East London	Barking, Havering And Redbridge University Hospitals NHS Trust	69.3%	49.3%	66.7%	87.5%	30.7%	50.7%	33.3%	12.5%
R1H	North East London	Barts Health NHS Trust	32.4%	43.7%	72.9%	80.0%	67.6%	56.3%	27.1%	20.0%
RWK	North East London	East London NHS Foundation Trust	41.0%	45.6%	75.8%	14.3%	59.0%	54.4%	24.2%	85.7%
RQX	North East London	Homerton University Hospital NHS Foundation Trust	31.8%	50.4%	76.4%	100.0%	68.2%	49.6%	23.6%	0.0%
RAT	North East London	North East London NHS Foundation Trust	73.9%	62.6%	77.1%	91.7%	26.1%	37.4%	22.9%	8.3%
RV3	North West London	Central And North West London NHS Foundation Trust	55.3%	58.8%	79.3%	87.5%	44.7%	41.2%	20.7%	12.5%
RYX	North West London	Central London Community Healthcare NHS Trust	44.2%	59.9%	77.4%	100.0%	55.8%	40.1%	22.6%	0.0%
RQM	North West London	Chelsea And Westminster Hospital NHS Foundation Trust	47.0%	58.3%	77.4%	88.9%	53.0%	41.7%	22.6%	11.1%
RYJ	North West London	Imperial College Healthcare NHS Trust	36.9%	44.0%	77.6%	88.0%	63.1%	56.0%	22.4%	12.0%
R1K	North West London	London North West Healthcare NHS Trust	31.8%	39.4%	66.0%	89.5%	68.2%	60.6%	34.0%	10.5%
RT3	North West London	Royal Brompton And Harefield NHS Foundation Trust	64.0%	65.2%	76.9%	100.0%	36.0%	34.8%	23.1%	0.0%
RAS	North West London	The Hillingdon Hospitals NHS Foundation Trust	56.0%	54.0%	71.5%	88.9%	44.0%	46.0%	28.5%	11.1%
RKL	North West London	West London Mental Health NHS Trust	47.7%	46.2%	77.1%	91.7%	52.3%	53.8%	22.9%	8.3%
RJ1	South East London	Guy's And St Thomas' NHS Foundation Trust	37.2%	61.5%	80.5%	100.0%	62.8%	38.5%	19.5%	0.0%
RJZ	South East London	King's College Hospital NHS Foundation Trust	49.4%	55.6%	76.6%	89.5%	50.6%	44.4%	23.4%	10.5%
RJ2	South East London	Lewisham And Greenwich NHS Trust	54.9%	49.3%	77.2%	88.2%	45.1%	50.7%	22.8%	11.8%
RPG	South East London	Oxleas NHS Foundation Trust	69.8%	58.0%	82.1%	81.8%	30.2%	42.0%	17.9%	18.2%
RV5	South East London	South London And Maudsley NHS Foundation Trust	46.6%	57.4%	81.6%	92.0%	53.4%	42.6%	18.4%	8.0%
RJ6	South West London	Croydon Health Services NHS Trust	45.9%	47.4%	68.8%	68.4%	54.1%	52.6%	31.2%	31.6%
RVR	South West London	Epsom And St Helier University Hospitals NHS Trust	73.8%	61.3%	82.2%	81.8%	26.2%	38.7%	17.8%	18.2%
RY9	South West London	Hounslow And Richmond Community Healthcare NHS Trust	59.8%	69.0%	79.7%	66.7%	40.2%	31.0%	20.3%	33.3%
RAX	South West London	Kingston Hospital NHS Foundation Trust	65.4%	68.6%	83.9%	100.0%	34.6%	31.4%	16.1%	0.0%
RQY	South West London	South West London And St George's Mental Health NHS Trust	36.6%	53.0%	81.3%	100.0%	63.4%	47.0%	18.7%	0.0%
RJ7	South West London	St George's University Hospitals NHS Foundation Trust	43.7%	59.0%	71.0%	100.0%	56.3%	41.0%	29.0%	0.0%
RPY	South West London	The Royal Marsden NHS Foundation Trust	66.8%	72.8%	84.4%	85.0%	33.2%	27.2%	15.6%	15.0%

			INDICATOR 2	INDICATOR 3	INDICATOR 4
			Relative likelihood of White staff being appointed from shortlisting compared to BME staff:	Relative likelihood of BME staff entering the formal disciplinary process compared to White staff:	Relative likelihood of White staff accessing non-mandatory training and CPD compared to BME staff
RRP	North Central London	Barnet, Enfield And Haringey Mental Health NHS Trust	1.20	6.18	0.91
TAF	North Central London	Camden And Islington NHS Foundation Trust	1.43	1.75	0.58
RP4	North Central London	Great Ormond Street Hospital For Children NHS Foundation Trust	2.02	3.37	1.07
RP6	North Central London	Moorfields Eye Hospital NHS Foundation Trust	1.09	3.51	0.86
RAP	North Central London	North Middlesex University Hospital NHS Trust	1.63	2.10	-
RAL	North Central London	Royal Free London NHS Foundation Trust	1.49	1.23	0.80
RAN	North Central London	Royal National Orthopaedic Hospital NHS Trust	1.26	1.62	1.50
RNK	North Central London	Tavistock And Portman NHS Foundation Trust	1.89	0.00	-
RKE	North Central London	The Whittington Hospital NHS Trust	2.28	2.67	-
RRV	North Central London	University College London NHS Foundation Trust	1.34	3.00	0.65
RF4	North East London	Barking, Havering And Redbridge University Hospitals NHS Trust	1.54	1.26	0.63
R1H	North East London	Barts Health NHS Trust	1.84	1.82	-
RWK	North East London	East London NHS Foundation Trust	1.32	2.74	0.86
RQX	North East London	Homerton University Hospital NHS Foundation Trust	1.96	2.81	1.05
RAT	North East London	North East London NHS Foundation Trust	3.12	2.02	0.81
RV3	North West London	Central And North West London NHS Foundation Trust	1.38	2.93	-
RYX	North West London	Central London Community Healthcare NHS Trust	1.86	3.07	1.56
RQM	North West London	Chelsea And Westminster Hospital NHS Foundation Trust	1.76	2.34	0.80
RYJ	North West London	Imperial College Healthcare NHS Trust	1.51	2.03	0.90
R1K	North West London	London North West Healthcare NHS Trust	1.10	1.32	0.95
RT3	North West London	Royal Brompton And Harefield NHS Foundation Trust	1.80	0.50	0.79
RAS	North West London	The Hillingdon Hospitals NHS Foundation Trust	1.39	1.17	-
RKL	North West London	West London Mental Health NHS Trust	1.17	2.15	-
RJ1	South East London	Guy's And St Thomas' NHS Foundation Trust	-	2.58	0.97
RJZ	South East London	King's College Hospital NHS Foundation Trust	1.84	2.25	1.00
RJ2	South East London	Lewisham And Greenwich NHS Trust	1.85	2.92	0.96
RPG	South East London	Oxleas NHS Foundation Trust	1.78	3.30	0.98
RV5	South East London	South London And Maudsley NHS Foundation Trust	1.90	3.06	0.98
RJ6	South West London	Croydon Health Services NHS Trust	-	-	-
RVR	South West London	Epsom And St Helier University Hospitals NHS Trust	1.09	2.67	0.95
RY9	South West London	Hounslow And Richmond Community Healthcare NHS Trust	1.99	2.51	2.04
RAX	South West London	Kingston Hospital NHS Foundation Trust	2.74	1.19	0.84
RQY	South West London	South West London And St George's Mental Health NHS Trust	0.77	3.60	1.81
RJ7	South West London	St George's University Hospitals NHS Foundation Trust	1.98	2.41	-
RPY	South West London	The Royal Marsden NHS Foundation Trust	1.91	2.20	-

RRP	North Central London	Barnet, Enfield And Haringey Mental Health NHS Trust
TAF	North Central London	Camden And Islington NHS Foundation Trust
RP4	North Central London	Great Ormond Street Hospital For Children NHS Foundation Trust
RP6	North Central London	Moorfields Eye Hospital NHS Foundation Trust
RAP	North Central London	North Middlesex University Hospital NHS Trust
RAL	North Central London	Royal Free London NHS Foundation Trust
RAN	North Central London	Royal National Orthopaedic Hospital NHS Trust
RNK	North Central London	Tavistock And Portman NHS Foundation Trust
RKE	North Central London	The Whittington Hospital NHS Trust
RRV	North Central London	University College London NHS Foundation Trust
RF4	North East London	Barking, Havering And Redbridge University Hospitals NHS Trust
R1H	North East London	Barts Health NHS Trust
RWK	North East London	East London NHS Foundation Trust
RQX	North East London	Homerton University Hospital NHS Foundation Trust
RAT	North East London	North East London NHS Foundation Trust
RV3	North West London	Central And North West London NHS Foundation Trust
RYX	North West London	Central London Community Healthcare NHS Trust
RQM	North West London	Chelsea And Westminster Hospital NHS Foundation Trust
RYJ	North West London	Imperial College Healthcare NHS Trust
R1K	North West London	London North West Healthcare NHS Trust
RT3	North West London	Royal Brompton And Harefield NHS Foundation Trust
RAS	North West London	The Hillingdon Hospitals NHS Foundation Trust
RKL	North West London	West London Mental Health NHS Trust
RJ1	South East London	Guy's And St Thomas' NHS Foundation Trust
RJ2	South East London	King's College Hospital NHS Foundation Trust
RJ2	South East London	Lewisham And Greenwich NHS Trust
RPG	South East London	Oxleas NHS Foundation Trust
RV5	South East London	South London And Maudsley NHS Foundation Trust
RJ6	South West London	Croydon Health Services NHS Trust
RVR	South West London	Epsom And St Helier University Hospitals NHS Trust
RY9	South West London	Hounslow And Richmond Community Healthcare NHS Trust
RAX	South West London	Kingston Hospital NHS Foundation Trust
RQY	South West London	South West London And St George's Mental Health NHS Trust
RJ7	South West London	St George's University Hospitals NHS Foundation Trust
RPY	South West London	The Royal Marsden NHS Foundation Trust

INDICATOR 5

Key Finding 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

All Staff	White	BME
35.8%	25.8%	30.9%
38.4%	37.7%	41.2%
22.5%	26.8%	21.2%
22.9%	24.9%	22.5%
37.7%	33.7%	33.0%
30.0%	31.4%	32.2%
22.8%	25.2%	25.1%
20.7%	19.0%	18.4%
30.3%	28.8%	28.5%
32.1%	32.2%	28.4%
29.9%	33.3%	32.5%
29.6%	30.9%	33.8%
32.5%	31.9%	35.6%
27.9%	25.3%	29.8%
28.9%	31.1%	37.6%
29.6%	26.6%	34.0%
25.4%	26.8%	23.2%
38.5%	42.5%	33.8%
32.6%	25.2%	31.8%
34.0%	33.6%	24.4%
19.7%	21.3%	13.2%
29.3%	31.3%	23.7%
35.5%	33.6%	37.3%
26.6%	27.7%	23.5%
36.7%	35.4%	32.0%
31.3%	33.3%	26.3%
32.9%	25.1%	36.9%
34.1%	33.3%	38.1%
31.3%	35.9%	33.3%
29.1%	27.0%	26.5%
23.9%	22.8%	23.8%
30.2%	29.6%	28.2%
34.6%	31.5%	37.0%
30.0%	32.2%	29.9%
17.0%	17.2%	14.6%

INDICATOR 6

Key Finding 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

All Staff	White	BME
26.9%	22.4%	26.2%
20.4%	20.5%	21.4%
25.9%	22.9%	32.7%
26.9%	24.2%	30.0%
34.8%	32.6%	35.6%
32.0%	32.2%	35.9%
28.1%	26.2%	28.8%
23.8%	16.5%	10.5%
28.0%	27.0%	27.2%
31.2%	29.6%	33.8%
29.8%	30.7%	31.0%
32.7%	36.8%	36.8%
23.2%	24.5%	22.5%
22.6%	22.0%	28.6%
22.9%	24.1%	28.3%
23.0%	20.8%	22.7%
22.8%	23.1%	24.2%
27.5%	26.2%	28.3%
31.8%	28.1%	35.2%
30.8%	25.6%	27.7%
29.9%	28.8%	25.9%
23.2%	23.6%	22.4%
30.3%	28.0%	29.2%
24.2%	23.8%	24.2%
32.3%	29.3%	30.7%
27.9%	27.3%	27.1%
20.2%	19.2%	15.7%
25.1%	23.3%	32.4%
27.5%	30.1%	26.1%
26.1%	24.8%	29.1%
19.9%	15.5%	26.3%
26.9%	28.0%	31.6%
23.7%	21.8%	24.5%
32.3%	32.2%	35.3%
23.9%	20.8%	24.4%

INDICATOR 7

Key Finding 21. Percentage of staff believing that trust provides equal opportunities for career progression or promotion

All Staff	White	BME
77.8%	86.1%	68.5%
78.7%	87.9%	64.6%
84.4%	90.0%	77.8%
81.7%	91.5%	72.1%
69.1%	86.8%	66.7%
77.5%	83.7%	64.9%
82.8%	88.4%	70.7%
78.8%	83.1%	0.0%
80.4%	87.3%	67.3%
78.9%	84.6%	66.3%
78.6%	82.4%	64.3%
72.6%	79.7%	58.6%
79.1%	90.7%	68.8%
78.3%	88.7%	63.6%
83.2%	87.3%	71.6%
83.0%	91.0%	75.2%
82.3%	91.1%	65.6%
82.2%	91.8%	76.2%
81.1%	85.6%	64.8%
73.4%	77.8%	68.7%
84.2%	87.9%	79.8%
82.7%	90.1%	73.2%
76.3%	76.8%	66.1%
83.2%	91.2%	71.5%
76.8%	81.7%	86.5%
82.5%	88.5%	72.4%
85.8%	95.5%	81.2%
79.3%	85.0%	62.9%
78.6%	90.4%	75.9%
80.1%	87.1%	70.7%
85.8%	90.6%	78.6%
83.0%	88.0%	68.7%
76.4%	80.0%	67.4%
76.1%	82.8%	59.5%
86.8%	90.5%	75.6%

			INDICATOR 8		INDICATOR 9	
			Q17b. In the last 12 months have you personally experienced discrimination at work from any of the following? - Manager / team leader or other colleagues		NHS Trust Board Representation by Ethnicity	
			White	BME	% BME	% White
RRP	North Central London	Barnet, Enfield And Haringey Mental Health NHS Trust	5.3%	14.6%	0.0%	100.0%
TAF	North Central London	Camden And Islington NHS Foundation Trust	6.2%	12.7%	-	-
RP4	North Central London	Great Ormond Street Hospital For Children NHS Foundation Trust	5.8%	14.6%	23.1%	76.9%
RP6	North Central London	Moorfields Eye Hospital NHS Foundation Trust	5.5%	11.6%	17.6%	82.4%
RAP	North Central London	North Middlesex University Hospital NHS Trust	6.6%	14.0%	10.0%	90.0%
RAL	North Central London	Royal Free London NHS Foundation Trust	8.4%	18.5%	-	-
RAN	North Central London	Royal National Orthopaedic Hospital NHS Trust	7.8%	15.7%	0.0%	100.0%
RNK	North Central London	Tavistock And Portman NHS Foundation Trust	5.7%	5.0%	9.1%	90.9%
RKE	North Central London	The Whittington Hospital NHS Trust	7.4%	14.5%	23.1%	76.9%
RRV	North Central London	University College London NHS Foundation Trust	7.9%	18.4%	0.0%	100.0%
RF4	North East London	Barking, Havering And Redbridge University Hospitals NHS Trust	8.5%	17.8%	45.5%	54.5%
R1H	North East London	Barts Health NHS Trust	10.3%	19.7%	33.3%	66.7%
RWK	North East London	East London NHS Foundation Trust	7.4%	16.7%	33.3%	66.7%
RQX	North East London	Homerton University Hospital NHS Foundation Trust	7.0%	13.8%	0.0%	100.0%
RAT	North East London	North East London NHS Foundation Trust	8.6%	16.4%	0.0%	100.0%
RV3	North West London	Central And North West London NHS Foundation Trust	5.1%	12.4%	16.7%	83.3%
RYX	North West London	Central London Community Healthcare NHS Trust	4.1%	13.4%	0.0%	100.0%
RQM	North West London	Chelsea And Westminster Hospital NHS Foundation Trust	5.1%	12.3%	9.1%	90.9%
RYJ	North West London	Imperial College Healthcare NHS Trust	5.1%	21.6%	8.3%	91.7%
R1K	North West London	London North West Healthcare NHS Trust	6.2%	15.0%	-	-
RT3	North West London	Royal Brompton And Harefield NHS Foundation Trust	6.8%	11.7%	-	-
RAS	North West London	The Hillingdon Hospitals NHS Foundation Trust	6.1%	11.0%	18.2%	81.8%
RKL	North West London	West London Mental Health NHS Trust	7.6%	13.8%	13.3%	86.7%
RJ1	South East London	Guy's And St Thomas' NHS Foundation Trust	5.9%	12.3%	21.1%	78.9%
RJZ	South East London	King's College Hospital NHS Foundation Trust	6.1%	5.5%	7.1%	92.9%
RJ2	South East London	Lewisham And Greenwich NHS Trust	7.5%	13.7%	6.7%	93.3%
RPG	South East London	Oxleas NHS Foundation Trust	3.9%	12.2%	23.1%	76.9%
RV5	South East London	South London And Maudsley NHS Foundation Trust	7.0%	15.5%	8.3%	91.7%
RJ6	South West London	Croydon Health Services NHS Trust	7.6%	15.7%	-	-
RVR	South West London	Epsom And St Helier University Hospitals NHS Trust	6.5%	11.2%	16.7%	83.3%
RY9	South West London	Hounslow And Richmond Community Healthcare NHS Trust	4.5%	13.7%	18.2%	81.8%
RAX	South West London	Kingston Hospital NHS Foundation Trust	6.0%	15.2%	-	-
RQY	South West London	South West London And St George's Mental Health NHS Trust	6.6%	12.9%	8.3%	91.7%
RJ7	South West London	St George's University Hospitals NHS Foundation Trust	8.5%	22.8%	0.0%	100.0%
RPY	South West London	The Royal Marsden NHS Foundation Trust	4.6%	11.7%	0.0%	100.0%