

We Said - We Did

Age - Staff

Finding from 2014/15	Key Actions	We have...
Staff in age bands 20-29 and over the age of 70 complete less mandatory training.	Increase the ways in which we advertise training, making better use on the Internet and social media.	Advertised training on social media and the Trust intranet and created brochures for staff with limited IT access. Training rates have increased by at least 2% for both these groups since 2015/16
Staff in the age band 40-49 were most likely to have raised a grievance.	Continue work to embed the Leeds Way in order to make the organisation a fair place to work.	The Leeds Way is at the centre of our appraisal process, all staff discuss the Trust's values and behaviours with their manager. Training in how to embed the Leeds Way has been rolled out.
Staff under the age of 20 and over the age of 50 were most likely to have been dismissed.	Refresh our Supporting Performance Policy to ensure all staff are getting help when it is needed.	The policy has been refreshed with a simplified more supportive process.
Staff aged 29 and under are more likely to be promoted than staff aged over 40.	Review our HR and recruitment processes and procedures to ensure they are being applied fairly across all roles.	Recruitment training has been reviewed, developed and rolled out. Work is underway to review policies and guidance.

Gender - Staff

Finding from 2014/15	Key Actions	We have...
Women make up 75% of the Trust's workforce, however they are not represented equally in the most senior posts.	Continue to work on our recruitment and selection process to ensure it is fair. We will continue our Talent Management programme and encourage participation in leadership development programmes. Our female leaders programme will continue into 2016.	The Trust's first Talent@leeds cohort was made up entirely of female staff and work has continued to advertise leadership development programmes. The Leeds Female Leaders Network has held a number of events which encourage women to be effective in leadership roles.
Women tell us through the staff survey, that they are more likely to have received job-relevant training in the last 12 months.	Ensure we provide enough training to meet the requests made by our male staff as part of the appraisal process.	Over the past 12 months the range and provision of the Trust's training offer has increased.
Generally, average female pay is less than average male pay, but for the majority of bands/grades it is within the 5% tolerance expected by the Equality and Human Rights Commission. This may be related to experience and undertaking paid work in excess of full time hours or working unsocial hours, both of which may be impacted by caring responsibilities.	Launch the new programme of HR training, designed to help managers act fairly towards all employees.	A programme of HR training has been launched which supports managers to treat all staff equitably.
	A review of pay by bands/grades, where there is a pay differential of more than 5% will take place to ensure our systems are fair.	This action has been reviewed in line with the forthcoming gender pay requirements.
	Merge the Pay Progression Policy into the Supporting Performance Policy and monitor the effect.	The two policies have now been merged, ensuring all staff are treated equally and fairly.

We Said - We Did

Ethnicity - Staff

Finding from 2014/15	Key Actions	We have...
There is a higher percentage of BAME staff in all medical and dental grades, however BAME staff are underrepresented in the AFC workforce other than in the entry grades (1, 2 and 5). In addition there is a significant underrepresentation of BAME staff in the senior AFC grades.	We will undertake an equality analysis of our recruitment and selection processes to ensure that they treat all staff equally. We will continue our work to promote health care across schools.	Our recruitment information has been audited, providing information on trends in application, shortlisting and appointments. As a result the Trust has updated the training offer, reviewed the work experience offer and increased schools engagement. There has been a 2.5% increase in the numbers of BAME staff employed at the most senior levels since 2015/16.
The number of BAME individuals applying for roles and joining the Trust is higher than is expected compared to the local population. However, the conversion from application to appointment is lower than could be expected.	Review our HR and recruitment processes and procedures to ensure they are being applied fairly across all roles.	The Trust's recruitment processes are in line with National and NHS guidance, additional training has been provided to managers to ensure they are consistently applied.
Appraisal completion rates across all ethnic groups is over 83% and BAME staff were more likely to have a well structured appraisal than white staff.	Invite staff to focus groups to understand how to improve their appraisal experience and make it more meaningful and better structured for them.	Feedback sessions and questionnaires to staff have improved the development of updated appraisal paperwork and online appraisal system.
	Increase the level of training available for managers on conducting appraisals to improve the quality of appraisals.	Over 900 members of staff received training to support the delivery of appraisal in topics including setting objectives and appraisal paperwork.
According to the staff survey, BAME employees were 19% less likely than white staff to believe that the Trust provides equal opportunities for promotion. However the data shows the 15.2% of promotions were of BAME staff compared to 15.6% of staff in post.	Implement our role models/champions programme with a focus on the diversity of roles and individuals working in the Trust.	The Trust holds a regular meet our people feature in the staff magazine which reflects the diversity of our staff. In addition a BAME staff network has been established which will focus in part on sharing opportunities for development and promotion with BAME staff.

Religion or Belief - Staff

Finding from 2014/15	Key Actions	We have...
Whilst we cannot draw meaningful conclusion from this data as 50% of our staff have not declared their religious belief, there is an increasing improvement in the recording of religious belief data with 50% of the Trust's population now recorded, compared to 41% last year and 1% in 2008.	In 2016 we will work to improve the information we hold about our staff through the roll out of ESR self-service which will enable staff to update their own information.	The gaps in data relate to existing staff whilst completion rates for new starters is good. This will be monitored through the implementation of our on-boarding system. As part of the roll out of our electronic staff record we will ask existing staff to review, correct and add data.
Staff who have not shared their religious belief are more likely to be involved in disciplinary or grievance and are less likely to be promoted.	Launch the Equality Impact Assessment (EIA) tool to help managers ensure they are treating their staff fairly.	10 of our 19 CSUs have been provided with support to complete an EIA on their service functions to help them treat staff fairly. Religion and Belief staff training set up to take place in May, June and November 2017.