

Annual Equality and Diversity Workforce Report January 2017

Executive summary

This report looks into the make-up of our workforce by protected characteristics, as defined in the Equality Act (2010). It uses data taken from our Electronic Staff Records (ESR) and our NHS Staff Survey results to identify trends and recommendations for consideration. This is the first public Annual Equality and Diversity Workforce Report, as the CCG's staff numbers are now above 150.

The schedule of data used has been collated as a snapshot in time and represents ESR information collated as at 31st August 2016. Recruitment data covers the period 1st September 2015 to 31st August 2016. Staff Survey results are from the 2015 survey (survey period November 2015, results were available publicly in February 2016). Where possible, the 2016 information is compared with the findings from 2015 to show progress (this is not possible for the Staff Survey results, as 2015 was the first year the CCG took part in the survey). In all cases, numbers less than 10 are represented by # in line with the Equality and Human Rights Commission guidelines, so individuals are unlikely to be identified. Because of this, in some cases categories have been combined to give a meaningful graph. The full data tables have been shared with the Executive Team for consideration, but are not available publicly.

Figure 1 shows a summary of our workforce by protected characteristic, mapped against figures from the 2011 census. The Sexual Orientation data uses the ONS 2012 National Survey, North West region.

Main findings

As at 31st August 2016 Salford CCG employed 167 individuals, an increase of 24 from the same date in 2015.

- 39.5% (a decrease from 41.3% in 2015) of the workforce is part-time; 63.5% of female staff are full time, but only 54% of male staff are full time. Many of male staff in particular referred to here are clinical leads, and therefore, by the nature of their role, are part time.
- The gender pay gap in August 2016 has decreased slightly since the end of August 2015. The average female salary including non-Agenda for Change is now 70% of the average male salary, as opposed to 67% in 2015.
- Salford CCG's workforce has a larger proportion of females (69%) than the general population (50.1%). The total CCG staff male/female split shows a small increase in the percentage of male staff when compared to last year (from 30.1% to 31.1%).
- Salford CCG has a higher percentage of non-white staff (12.6%) than the local population in the 2011 census (10%). This is an increase from 8.6% last year. At least some of this increase appears due to improved reporting.
- Approximately 20% of the Salford population are considered to have a disability or long term condition. 6% of staff have disclosed a disability, which means that the CCG is not representative of the general Salford population, though this percentage has increased from 4.9% last year. 6.6% of staff are in the "unknown" category in relation to disability. The proportion of people disclosing disability in the survey (21%) is much higher than on ESR and reported in the workforce report (6%).
- Staff with a disability generally, and male and female staff in specific areas, have a poorer employment experience according to the Staff Survey.

Key areas of work

The CCG will formulate actions to address the areas of work shown below and incorporate them into the business planning and objective setting process for 2017/18. Progress will be reported in next year's Annual Equality and Diversity Workforce Report.

- Monitor the results of the 2016 NHS staff survey and compare with the results of the 2015 survey to identify and address trends.
- Investigate and address the differential employment experiences of the different protected characteristic groups as reported in the 2016 NHS staff survey.
- Work to widen application and recruitment from under-represented communities.
- Split ESR equality data by Clinical Leads and operational staff, to better understand whether differences in working requirements of these two groups of staff hides any inequalities.
- Raise staff awareness of the needs of particular groups, for example through Cultural Competency training.

1 Introduction

NHS Salford Clinical Commissioning Group (CCG) recognises that we need a wide variety of skills and clinical and non-clinical advice from diverse professional groups, all working in an environment that is able to truly harness their skills and experience to design integrated services that provides quality care to a diverse population. This includes the vital role that inclusive working practices can play in bringing a range of health care professionals from diverse backgrounds, together with patients and members of the public.

The Public Sector Equality Duty (PSED) requires public authority employers to monitor staffing matters with reference to the nine protected characteristics. Some larger organisations (150+ staff) must also publish the monitoring information as a matter of course, identifying results and trends in the way they recruit, retain and treat staff.

Salford CCG now has more than 150 staff so are required to publish information relating to the protected characteristics of our staff. We do so in order for interested parties to consider, question and support us in how we embed Equality, Diversity and Human Rights (EDHR) principles as an employer. We also need to be able to demonstrate that we have fully considered the aims of the General Equality Duty across our employment functions. We have worked to understand the impact of our employment policies on people with protected characteristics, and information related to engagement with staff groups.

Salford CCG's Equal Opportunities Policy seeks to develop positive practice and promote equality of opportunity in its employment practices. We regularly review our policies and procedures to consider their impact, with a view, where possible, to spreading good practice and removing any unintended barriers. All Salford CCG employees also have a requirement to meet a basic competency level in equality and diversity, and monitoring of this forms part of their annual appraisal.

The CCG has a suite of policies and procedures that are in place to ensure that it operates in a fair and non-discriminatory manner towards its employees. On-going training and awareness sessions are provided to managers in the light of any new employee related policies and procedures to ensure that they are applied in a non-discriminatory manner. Some of the key policies are:

- Dignity at Work
- Grievance
- Disciplinary
- Attendance Management
- Flexible Working
- Safer Recruitment

Whilst the CCG uses the NHS Jobs website to advertise most vacancies in line with other NHS bodies, we continuously review our recruitment procedures and processes (including training of recruiting staff). We explore different solutions to encourage applications from local communities as well as aiming to ensure that we do not disadvantage any particular group.

Disaggregated data has been omitted from this report concerning the following areas, as the numbers are very small and publishing the data could identify individuals:

- CCG Employees subject to disciplinary procedures: warnings, cautions, and dismissals.
- Grievances.
- Leavers.

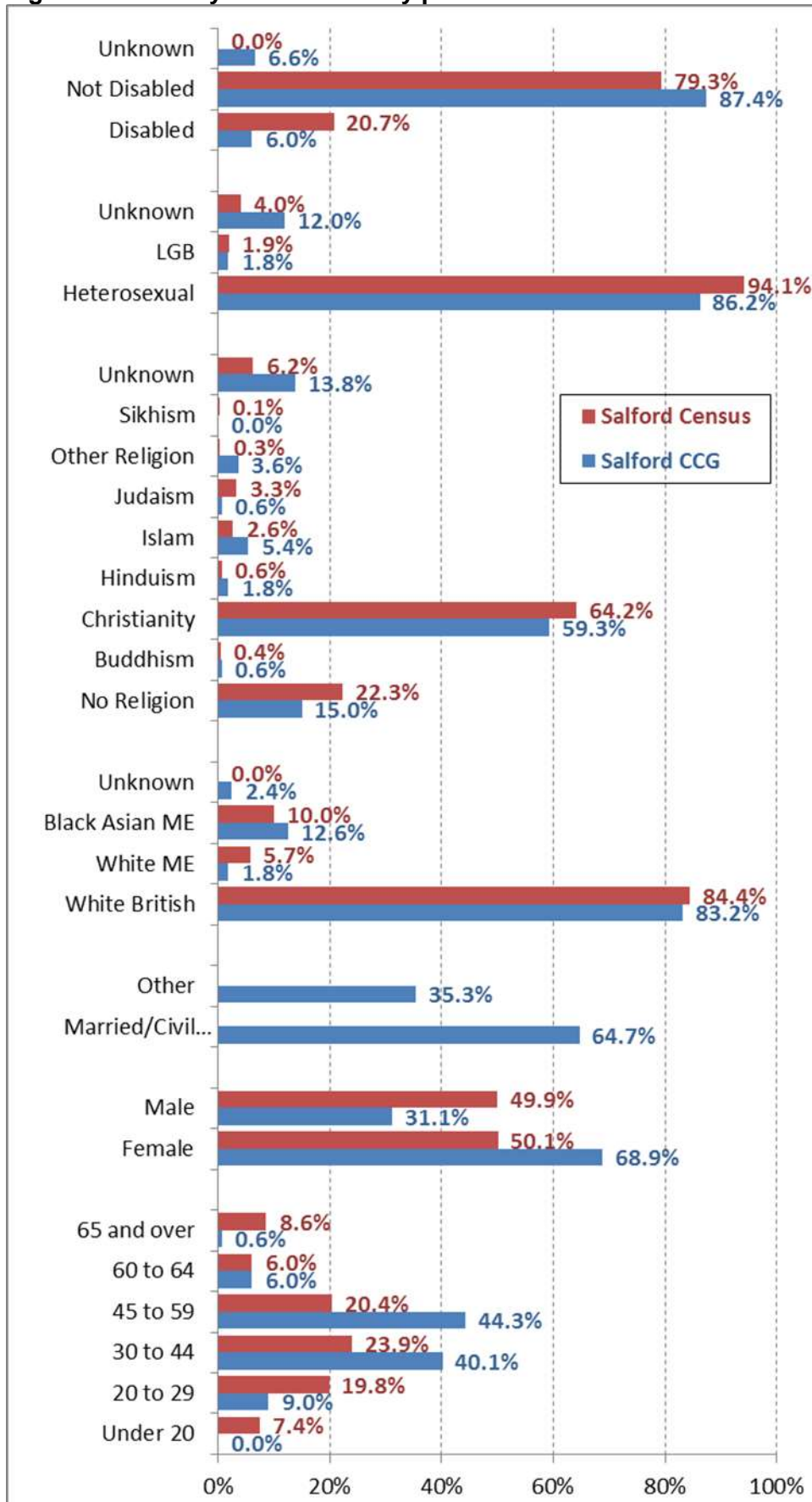
Where data is available and relevant, the CCG information is compared with the findings from the latest available nationwide workforce survey of CCGs undertaken by NHS England (July 2014).

Available findings from the 2015 Annual NHS Staff survey have also been included, where

- The results are available separately by protected characteristic (currently available by age, disability, gender).
- The numbers for the particular characteristic are large enough for comparison (this was not the case for BME staff in 2015, but we hope will be in 2016).

The workforce data includes Governing Body members and Workstream Clinical Leads. The data is presented as percentages of the total workforce, which at 31st August 2015 was 167. The percentage figures are rounded and may not always sum to 100%.

Figure 1 Summary of workforce by protected characteristic

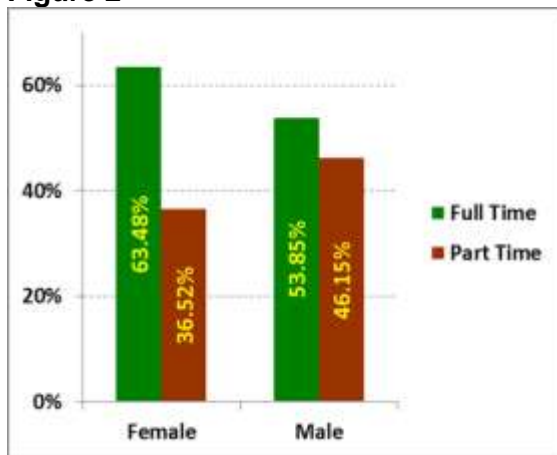


2. Working Patterns

Figure 1

Work Pattern	Female	Male	Total	%
Full Time	73	28	101	60.5%
Part Time	42	24	66	39.5%

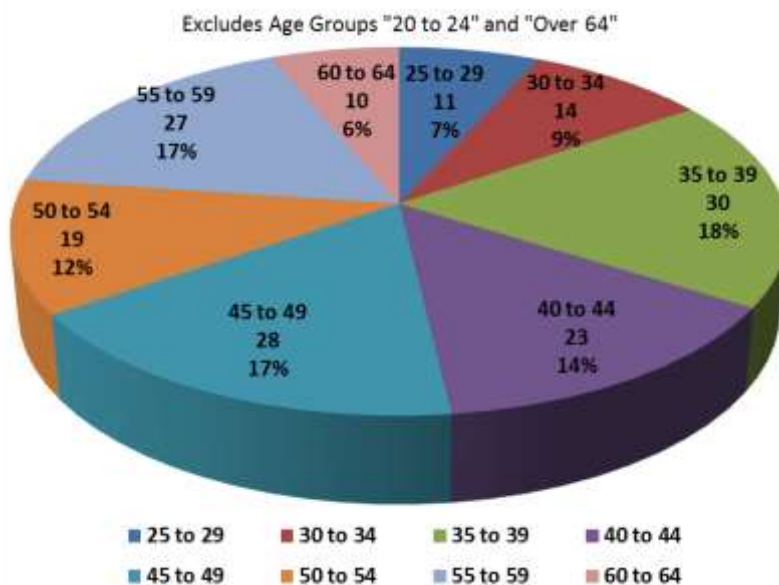
Figure 2



In 2016, 39.5% (a decrease from 41.26% in 2015) of the workforce is part-time, 63.5% of female staff are full time, but only 54% of male staff are full time. The relatively large percentage of male part-time staff includes clinical leads who are practicing local clinicians and fulfil part time CCG contracts.

3. Age

Figure 4



Comparison with previous two years

Figure 5

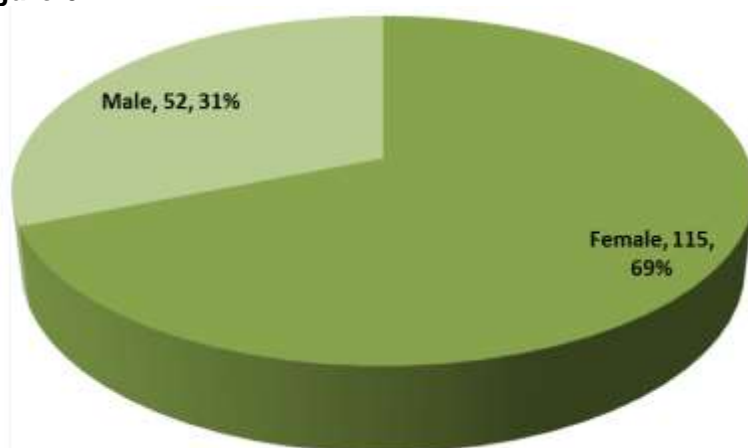
Age Group	CCG		
	Aug 2014	Aug 2015	Aug 2016
20 to 24	2.86%	2.10%	2.40%
25 to 29	2.86%	2.80%	6.59%
30 to 34	13.33%	14.69%	8.38%
35 to 39	11.43%	12.59%	17.96%
40 to 44	14.29%	14.69%	13.77%
45 to 49	16.19%	16.08%	16.77%
50 to 54	11.43%	13.29%	11.38%
55 to 59	21.90%	16.78%	16.17%
60 to 64	4.76%	6.29%	5.99%
Over 64	0.95%	0.70%	0.60%

This data is broadly similar to the national NHS picture taken from the nationwide workforce survey of CCGs undertaken by NHS England (July 2014). A comparison with the national CCG's workforce data shows that:

- Under 25 - 2%, compared to Salford CCG 2.4%
- Between 25 and 44 – 43% compared with Salford CCG 46.7%
- Between 45 and 65 – 53% compared with Salford CCG 50.32 %
- Over 65 – 2% compared with Salford CCG 0.6%
- Workforce distribution by age: 88% of Salford CCG staff are between age 30 and 59.

4. Gender

Figure 6



Current statistics taken from the 2011 Census show that Salford's population is broken down by gender as follows.

Figure 7

Gender	Salford Population	%
Male	116,782	49.9
Female	117,151	50.1

Figure 6 illustrates that Salford CCG's workforce has a larger proportion of females at 69.9% than the general population (50.1%). The total male/female split is very similar to last year (figure 8).

When this is compared to the latest available figures taken from the nationwide workforce survey of CCGs undertaken by NHS England (July 2014), we see that NHS Salford has a very similar percentage of female staff to the national CCG average (70%) and regional average (71%). The sole exception is the Governing Body and non-Agenda for Change staff, who are the highest paid staff within the organisation, where there is a slight majority of male staff.

Comparison with previous two years

Figure 8

Gender	CCG		
	Aug 2014	Aug 2015	Aug 2016
Female	70.5%	69.9%	68.9%
Male	29.5%	30.1%	31.1%

Gender by pay grade

Figure 9

Pay Grade	Female	Male	Grand Total
AfC2	##	##	##
AfC3	##	##	##
AfC4	10	##	##
AfC5	11	##	##
AfC6	13	##	##
AfC7	35	10	45
AfC8a	12	##	17
AfC8b	##	##	##
AfC8c	##	##	##
AfC8d	##	##	##
Non-AfC	##	##	##
Clinical Workstream leads	13	14	27
Governing Body (not GP)	##	##	##

Figure 9 (non redacted version) shows that Salford CCG has a higher percentage of female staff at all pay levels except non-Agenda for Change. Male employees are less likely to be in the lower pay grades and 100% of staff in the lowest pay grades (AfC 3-4) are female. This high percentage of female staff continues at all levels except non-Agenda for Change; the percentage of male staff increases at these higher levels in the organisation.

5. Gender Pay Gap

The Office of National Statistics defines the overall gender gap as the comparison of average pay between men and women. The gender gap remains at a national level due to different ways man and women participate in the labour market. Nationally this may be due to choice of occupations, under-valuation of women's work, caring responsibilities and pay systems that are not so transparent.

Figure 9 (non redacted version) shows that at the end of August 2016, the CCG female employees were more likely to be on lower pay grades, and there are no male employees at bands 3 or 4. There are also higher numbers of male employees at bands 8a and 8c than bands 5, 6 and 7.

The gender pay gap between all staff and the gender pay gap between all staff paid according to Agenda for Change are markedly different.

Average Female salary = £38,646 (includes non-AfC) Last year £39,124 (a fall of £478)
Average Male salary = £54,526 (includes non-AfC) Last year £58,545 (a fall of £4,019)
This shows that female salary (including non-Agenda for Change) was 67% of male salary in 2015 and 70% of male salary in 2016. This demonstrates a slight improvement in gender pay equality.

The average pay by gender and department can be seen at figure 10 below and shows a mixed picture. However the overall pay gap for Agenda for Change staff is 9.9%.

Figure 10

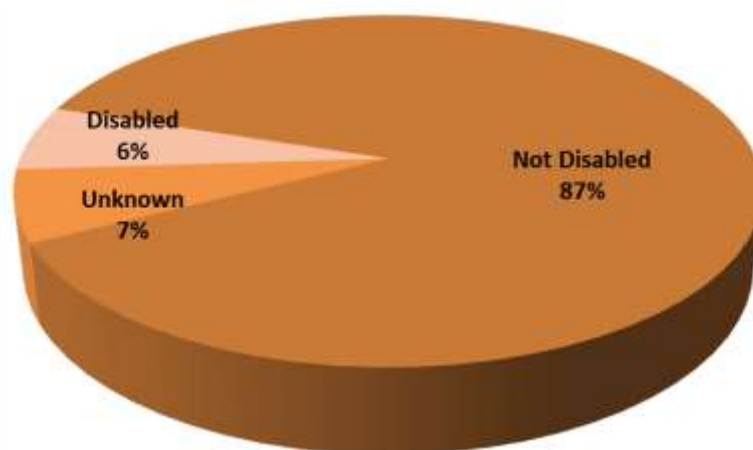
Note: excludes non-AfC.

Org L4	Female		Male		Pay Gap
	Head Count	Average Hourly	Head Count	Average Hourly	
892 L4 Assoc of GM CCGs	##	19.17			
892 L4 Corporate Services	22	15.60	##	18.35	14.9%
892 L4 Finance	##	20.45	##	18.35	-11.5%
892 L4 Governing Body	##	18.55	##	18.87	1.7%
892 L4 Performance & Commissioning	41	18.66	14	22.67	17.7%
892 L4 Quality & Information	##	21.39	##	18.54	-15.4%
892 L4 Safeguarding	##	19.40			
Grand Total	100	18.53	30	20.56	9.9%

Note: Where no figures are shown, this is because the figure should be 0.

6. Disability

Figure 11



Disability	Head count
Not Disabled	146
Unknown	11
Disabled	10

Comparison with previous two years

Figure 12

Disability	CCG		
	Aug 2014	Aug 2015	Aug 2016
Yes	6.7%	4.9%	6.0%
No	77.1%	79.7%	87.4%
Not declared	16.2%	15.4%	6.6%

Approximately 20% of the Salford population are considered to have a disability or long term condition. 6% of staff have disclosed a disability, which means that the CCG is not representative of the general Salford population, though this percentage has improved from 4.9% last year. This data shows that, year on year, more staff at Salford CCG disclose their disability status, although the not declared percentage remains high. However, the results of the NHS Staff survey show a different result (see section 14).

7. Race

Figure 13

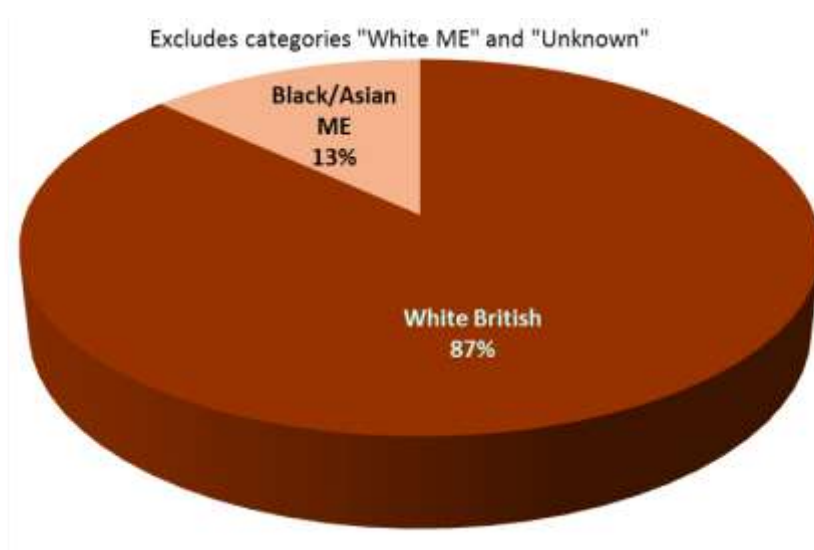


Figure 14

Ethnic Origin	CCG		2011 Census
	Head count	%	%
White British	139	83.2%	84.4%
White ME	##	1.8%	5.7%
Black/Asian ME	21	12.6%	10.0%
Unknown	##	2.4%	0.0%

These figures illustrate that Salford CCG has a larger percentage of staff from some ME (Minority Ethnic) communities than the Salford average, but a smaller percentage of white ME communities.

Figure 15 below shows that the percentage of BME staff has increased from the level at September 2015, and that less people have not disclosed their ethnicity which is positive.

Recruitment and ethnicity data can be seen at section 11 below. For more information see our [Workforce Race Equality Standard report](#) for 2015/2016.

When these figures are aligned with the latest available figures taken from the nationwide workforce survey of CCGs undertaken by NHS England (July 2014), Salford CCG has a similar percentage of non-white staff (12.6%) to the national NHS average (12%).

Figure 15 Race - Comparison with previous two years

Ethnic Origin	CCG		
	Aug 2014	Aug 2015	Aug 2016
White British	84.8%	86.7%	83.2%
White ME	2.9%	2.8%	1.8%
Black/Asian ME	8.6%	7.7%	12.6%
Unknown	3.8%	2.8%	2.4%

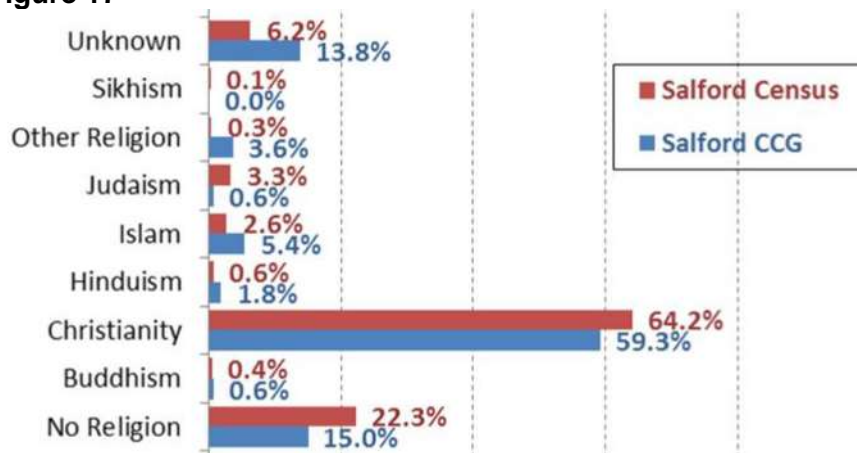
Figure 16 Race – by pay grade

This figure has been removed as when low numbers are redacted, there is not enough information remaining to make the information meaningful.

Figure 16 shows the Agenda for Change and ethnicity makeup of employees across Salford CCG. In the non redacted version of this, it can be seen that staff from BME groups are not reflected across all AfC grades. However there appears to be a better representation at the non-AfC payscale (higher pay).

8. Religion

Figure 17



The figures at figure 17 above show that Salford CCG's staff are reasonably representative of local religions, although the percentage of staff who have disclosed their religion as Judaism or no religion is smaller than in the local population. A larger proportion of staff than the Salford population have declared their religion as Hindu, Islam or other religion.

Figure 18

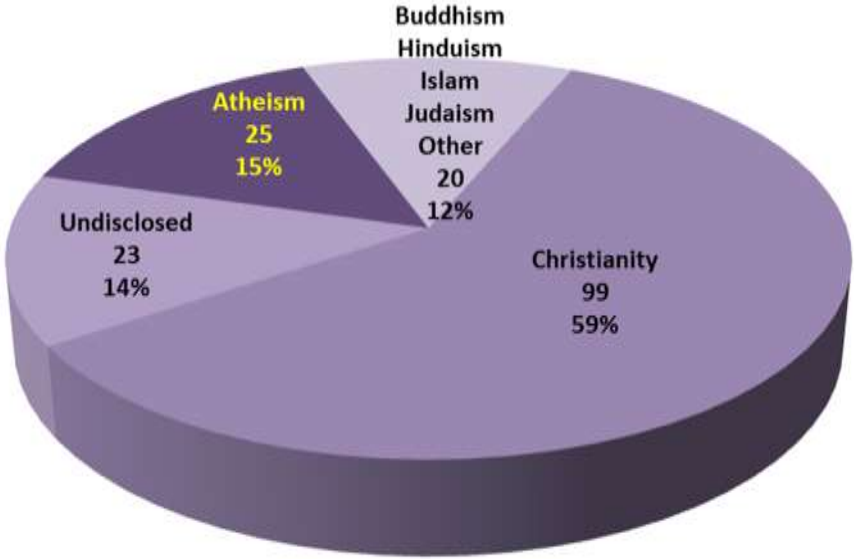


Figure 19 - Comparison with previous two years

Religious Belief	CCG		
	Aug 2014	Aug 2015	Aug 2016
Atheism	10.5%	11.2%	15.0%
Buddhism	0.0%	0.0%	0.6%
Christianity	65.7%	60.8%	59.3%
Hinduism	1.0%	0.7%	1.8%
Undisclosed	19.1%	21.7%	13.8%
Islam	1.9%	1.4%	5.4%
Judaism	0.0%	0.0%	0.6%
Other	1.9%	4.2%	3.6%

9. Sexual orientation

Figure 20

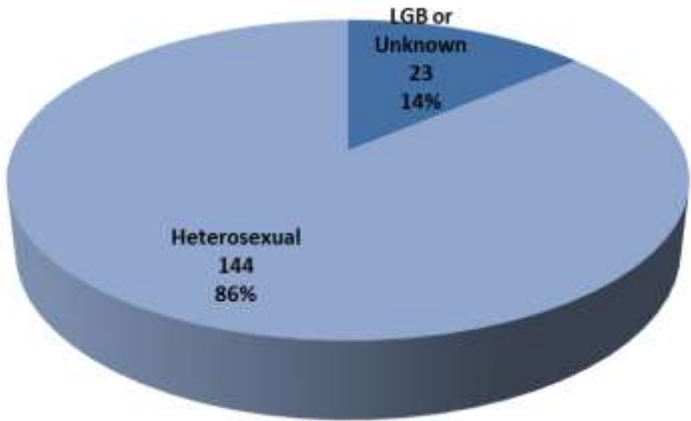


Figure 21 - Comparison with previous two years

Sexual Orientation	CCG		
	Aug 2014	Aug 2015	Aug 2016
LGB	1.9%	1.4%	1.8%
Heterosexual	80.0%	79.0%	86.2%
Not declared	18.1%	19.6%	12.0%

88% of staff have disclosed their sexual orientation, 1.8% have disclosed that they are LGB (Lesbian, Gay or Bisexual). The LGBT (Lesbian, Gay, Bisexual, Transgender) Foundation estimates that about 9% of Salford residents are LGB so Salford CCG staff do not reflect this. However, it is possible that some of the 12% “undisclosed” are LGB.

Sexual orientation is one of the most sensitive areas for both employee and service user monitoring. National figures for all CCGs are not known as sexual orientation information was not collected. The figures show that Salford CCG has a higher rate of staff who disclose their sexual orientation than other CCGs. There is no further breakdown, such as in working patterns, pay band or gender, by sexual orientation as this could potentially identify individuals.

10. Marriage/Civil Partnership

Figure 22

Marital Status	Head count
Married or Civil Partnership	108
Other	59

Figure 23 - Comparison with previous two years

Marital Status	CCG		
	Aug 2014	Aug 2015	Aug 2016
Married or Civil Partnership	65.7%	67.1%	64.7%
Other	34.3%	32.6%	35.3%

Comparison data with the Salford population or other CCGs is not available for whether people are married or in a civil partnership, or not/other. There is no trend over time that can be identified for this characteristic.

11. Recruitment

Figure 24

Protected Characteristic		Applications	Interviewed	Appointed	% of shortlisted candidates appointed
		1050	260	74	
Race	Total BME	34.9%	6.3%	1.3%	21.0%
	Unknown	4.2%	1.3%	0.3%	
Disability	Disabled	8.4%	1.8%	0.5%	27.0%
	Not Disabled	90.0%	23.0%	6.9%	30.0%
	Unknown	1.7%	0.3%	0.3%	
Gender	Male	61.5%	17.9%	4.3%	24.0%
	Female	37.6%	6.7%	2.8%	41.0%
	Unknown	0.9%	0.2%	0.0%	
Age	Under 20	0.3%	0.0%	0.0%	
	20-24	14.4%	1.4%	0.3%	20.0%
	25-29	14.1%	2.2%	0.6%	26.0%
	30-34	14.2%	2.7%	0.8%	28.0%
	35-39	10.9%	3.4%	1.1%	30.0%
	40-44	10.5%	3.3%	1.1%	31.0%
	45-49	15.9%	5.3%	1.1%	21.0%
	50-54	12.2%	3.5%	1.2%	35.0%
	55-59	5.4%	2.2%	1.0%	43.0%
	60-64	1.9%	0.7%	0.4%	56.0%
Sexual Orientation	Hetero-sexual	86.1%	21.2%	6.6%	31.0%
	Lesbian/Gay/Bisexual	5.1%	1.1%	0.2%	18.0%
	Unknown	9.0%	2.6%	0.9%	
Religion and Belief	Christianity	49.4%	13.2%	3.6%	27.0%
	Islam	13.8%	2.7%	0.7%	25.0%
	Hinduism	1.4%	0.4%	0.3%	76.0%
	Judaism	0.5%	0.3%	0.1%	34.0%
	Sikhism	1.0%	0.3%	0.0%	0.0%
	Buddhism	0.8%	0.2%	0.1%	52.0%
	Atheism	13.2%	3.1%	1.1%	34.0%
	Other	9.9%	2.1%	0.3%	14.0%
Marriage and Civil Partnership	Married/ Civil Partnership	37.5%	12.0%	0.0%	
	Other	57.7%	11.5%	0.0%	
	Unknown	4.9%	1.3%	0.0%	

The table reflects the applications received in the period 1st September 2015- 31st August 2016. The figures in the Applied, Interviewed and Appointed columns are the percentages of the total number of applications. The recruitment data reflect new starters, changes to positions, internal recruitment and extension to fixed term contracts.

It can be seen that the number of people disclosing a disability who are shortlisted is very low, although the appointing of people with a disability from interview is around the average.

This suggests that people with a disability are not applying to Salford CCG or are not disclosing a disability.

We recognise that this table does not well reflect the data and will look in future reports to find an easier way to present the information. In summary, we can look at the percentage of people appointed after interview, which on average across the CCG is 28%. The percentages in the final column show the percentage of shortlisted people disclosing particular characteristics who were appointed. Taking categories where the numbers interviewed totalled a reasonable sample, it can be seen that most appointments were broadly similar to this figure (28%). This suggests that, in general, recruitment at Salford CCG is inclusive.

However, there are areas where there is more than a 5% difference between the average interview to appointment percentage. This suggests that there is work to do to investigate the reasons for these discrepancies and put solutions in place to address any possible unconscious bias.

12. Access to learning and development

The table at figure 25 below shows the percentage of staff of that protected characteristic that have attended non-mandatory training. If a characteristic is not stated, no-one who disclosed this characteristic attended non-mandatory training.

Figure 25 - non-mandatory training

Non-Mandatory Training			
Race	%	Sexual Orientation	%
Indian	44%	Unknown	60%
Any Other Ethnic Group	100%	Heterosexual	66%
White - British	67%	LGB	100%
Not Stated	100%	Religion and Belief	%
Bangladeshi	100%	Atheism	64%
White Scottish	50%	Non-disclosed	61%
Pakistani	50%	Christianity	71%
White - Irish	100%	Islam	44%
White - Any other White b'ground	100%	Hinduism	67%
White	100%	Other	50%
Disability	%	Judaism	100%
Disabled	70%	Marital Status	%
Not Disabled	65%	Married	74%
Unknown	80%	Unknown	83%
Age	%	Legally Separated	50%
20 to 24	75%	Single	65%
25 to 29	64%	Divorced	78%
30 to 34	71%	Gender	%
35 to 39	57%	Male	56%
40 to 44	74%	Female	68%
45 to 49	61%		
50 to 54	68%		
55 to 59	63%		
60 to 64	60%		

These figures show that attendance at non-mandatory training varies across the different protected characteristics, but that there are particularly low levels of take-up by Indian and Muslim staff. This suggests that there is work to do to investigate the reasons for this and put solutions in place to address it.

13. Sickness absence

Figure 26

Sickness Absence	
Disability	% Abs Rate (FTE)
No	2.4%
Undisclosed	0.8%
Yes	15.5%
Ethnic Origin	% Abs Rate (FTE)
Black/Asian ME	5.5%
Undisclosed	1.3%
White British	3.1%
White ME	3.1%
Gender	% Abs Rate (FTE)
Female	3.9%
Male	1.1%
Marital Status	% Abs Rate (FTE)
Married or Civil Partnership	3.5%
Other	2.1%
Undisclosed	14.7%
Sexual Orientation	% Abs Rate (FTE)
Heterosexual	2.4%
LGB	0.2%
Undisclosed	10.4%
Religious Belief	% Abs Rate (FTE)
Atheism	3.5%
Christianity	2.2%
Other	1.1%
Undisclosed	9.1%
Organisation Average	3.2%

The table at figure 26 shows the level of sickness by protected characteristic. On average, each member of Salford CCG staff spends 3.2% of their working time absent through sickness, but the rate is somewhat higher (3.5% or over) among female and black/Asian minority ethnic groups, and much higher among staff with a disability (15.5%). It is also much higher among staff who have not disclosed their marital status, ethnicity or religion, though not for those who have not declared their disability status. Overall, this table suggests that there is work to do to investigate the reasons for these higher rates of sickness absence and put reasonable adjustments in place as necessary.

14. Staff survey results

The 2015 NHS staff survey results for Salford CCG give some insight into people's experience of working here. The survey was administered by Picker, and all staff are surveyed; the 2015 response rate for Salford was 90%. The reports show results by the organisation average, by directorate and by the protected characteristics of age, gender, disability and race.

Findings are given in two different formats:

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

Some headline findings are:-

- People with a disability are more likely to have experienced bullying harassment or abuse from staff (27%) which is higher than the Salford CCG average (14%)
- People with a disability are more likely to have experienced discrimination at work (14%) than the Salford CCG average (5%)
- People with a disability feel less able to contribute to improvements at work (82%) than the Salford CCG average (89%)
- People with a disability are less likely to feel that the organisation provides equal opportunities for career progression (89%) than the Salford CCG average (95%) average
- People with a disability are less likely to recommend the CCG as a place to work (4.26) than the Salford CCG average (4.38)
- People with a disability feel less supported by their managers (3.92) than the Salford CCG average (4.11)
- People with a disability are much more likely to have felt pressure to attend work when feeling unwell (68%) than the Salford CCG average (40%)
- The proportion of people disclosing disability in the survey (21%) is much higher than those declaring a disability on the ESR and therefore reported earlier in the workforce report (6%)
- Men (27%) and people with a disability (32%) are more likely to have suffered work-related stress in the last 12 months than the Salford CCG average (23%)
- Men are less likely to have had an appraisal in the last 12 months (77%) compared to women (91%), however the quality of the appraisal reported by men (4.14) is higher than women (3.86)
- Women are more likely to experience bullying, harassment or abuse from patients, relatives or members of the public (14%), than the Salford average (10%)

The response rate for BME staff (8%) did not give enough responses to publish numerical values, so it was not possible to analyse any results comparing BME staff with their white British colleagues. It is hoped that this data will be available for the 2016 Staff Survey results.

The smaller intervals may not be statistically significant because of the small sample sizes, but they are all indicative of a poorer employment experience overall for staff with a disability, and in specific areas for male and female staff. The 2016 Staff Survey results, which will be available soon, will help identify whether any differences highlighted here were unique to 2015 or are longer term issues.

15. Conclusion

The CCG will formulate actions to address the key areas of work shown below and incorporate them into the business planning and objective setting process for 2017/18. Progress will be reported in next year's Annual Equality and Diversity Workforce Report.

- Monitor the results of the 2016 NHS staff survey and compare with the results of the 2015 survey to identify and address trends.
- Investigate and address the differential employment experiences of the different protected characteristic groups as reported in the 2016 NHS staff survey.
- Work to widen application and recruitment from under-represented communities.
- Split ESR equality data by Clinical Leads and operational staff, to better understand whether differences in working requirements of these two groups of staff hides any inequalities.
- Raise staff awareness of the needs of particular groups, for example through Cultural Competency training.

NHS Salford CCG is committed to addressing inequalities within its workforce. The findings within this report are helpful to us and we will continue to promote equality and diversity across our workforce. We believe that having a diverse workforce, particularly one that reflects our local population, helps us effectively commission healthcare for the people of Salford.

Report prepared by Greater Manchester Shared Services and Salford CCG.