



NHS Orkney Equality and Diversity Workforce Monitoring Report 2020/21

May 2021

This report is also available in large print and other formats and languages, upon request. Please call NHS Orkney on (01856) 888031 or (01856) 888221 or email: ork-hb.alternativeformats@nhs.net

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NHS Orkney Equality and Diversity Workforce Monitoring Report 2021/21

1. Introduction

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 came into force on the 27th May 2012. This requires public bodies such as NHS Orkney to produce an Annual Workforce Monitoring Report covering all 9 of the “protected characteristics”, as defined in the Equality Act 2010. The 9 “protected characteristics” are:

- Race
- Disability
- Sex (male or female)
- Religion or belief
- Sexual orientation
- Gender reassignment
- Age
- Pregnancy and maternity
- Marriage and civil partnership

The Regulations require that the Workforce Report must include details of:

- The number of staff and their relevant protected characteristics
- Information on the recruitment, development and retention of employees, in terms of their protected characteristics.
- Details of the progress the public body has made to gather and use the above information to enable it to better perform the equality duty.

This is the NHS Orkney Workforce Monitoring Report for 2020/21.

2. Gathering workforce information

NHS Orkney is committed to developing and improving the Annual Workforce Report year by year by developing local data collection systems for information which we were previously not required to collect.

If a potential issue is highlighted by the Report, we are able to cross reference source material where available, to analyse specific areas in greater depth.

Staff have the legal right not to disclose information about their protected characteristics if they so choose. Any information staff supplied is on a purely voluntary basis. However, NHS Orkney now has information for approximately 94% of our staff.

3. Using the workforce report

The report will:

- Demonstrate the willingness of NHS Orkney to comply with the requirements of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.
- Enable the NHS Orkney Health Board and others, to gauge whether NHS Orkney employees and prospective employees are being treated fairly. Any anomalies or inconsistencies highlighted by the report are looked into and any appropriate follow up action taken.
- Give reassurance to NHS Orkney staff that they are working in an environment free from prejudice or discrimination.
- Give the population of Orkney and any prospective employees, reassurance that NHS Orkney treats its staff in a fair and equitable manner.
- Enable external monitoring bodies such as the Equality and Human Rights Commission for Scotland and the Scottish Human Rights Commission to monitor our compliance with current equality and diversity legislation and good practice guidelines.

4. Number of staff in post

The number of NHS Orkney staff in post as at 31st March 2021 was 718, this equates to 572.9 Whole Time Equivalent (WTE). This figure includes Bank Staff.

5. Race

(i) The ethnic origins of staff in post, new starts and leavers

There are people with valuable skills relevant to healthcare who can be recruited locally. However, some specialist skills require NHS Orkney to recruit world-wide. Accordingly, there will never be an exact correlation between the ethnic make-up of the population of Orkney and the ethnic make-up of the NHS Orkney workforce.

The 2011 Census showed that only 20.56% of the population of Orkney came from an ethnic community other than White Scottish. A major factor in this limited inward migration is the limited number of job opportunities on Orkney.

However, 37.33% of NHS Orkney staff are from an ethnic community other than White Scottish, which shows that the ethnic make up of NHS Orkney is far more diverse than the general population.

The overall population figures for Orkney are:

Area	Census 2011 Population	Mid-2019 Estimate*	+/- Difference
Orkney	21,349	22,270	+ 921

*Source, National Records of Scotland Mid-2020 Population Estimates.

Table One below shows the ethnicity of new starts and leavers, which can be used as one of the indicators of the fairness of our recruitment processes and our staff management and retention arrangements.

- Overall, there were 4 more new starts than leavers.
- Given the small numbers involved, it is hard to draw any firm conclusions, however, the figures indicate that NHS Orkney recruitment and retention processes are fair and free from discrimination.

Table One: The ethnic make up of staff in Post as at 31st March 2021, plus information on new starts and leavers during 2020/21

Staff in Post s at 31 st March 2021			New starts 1/4/2020 to 31/3/2021		Leavers 1/4/2020 to 31/3/2021		New Starts vs. Leavers
2011 Census categories	Number	%	Number	%	Number	%	
A White							
Scottish	450	62.67%	51	52.04%	44	46.81%	+7
Other British	133	18.52%	30	30.61%	21	22.34%	+9
Irish	5	0.70%	2	2.04%	-	-	+2
Gypsy/Traveller	-	-	-	-	-	-	-
Polish	2	0.28%	-	-	1	1.06%	-1
Other white ethnic group	40	5.57%	6	6.12%	10	10.64%	-4
B Mixed or multiple ethnic groups							
Any mixed or multiple ethnic groups	3	0.42%	-	-	1	1.06%	-1
C Asian, Asian Scottish or Asian British							
Pakistani, Pakistani Scottish or Pakistani British							
Indian, Indian Scottish or Indian British							
Bangladeshi, Bangladeshi Scottish or Bangladeshi British	-	-	-	-	-	-	-

Chinese, Chinese Scottish or Chinese British	-	-	-	-	-	-	-	-
D African								
African, African Scottish or African British	-	-	-	-	-	-	-	-
Other	2	0.28%	1	1.02%	-	-	-	+1
E Caribbean or Black								
Caribbean, Caribbean Scottish or Caribbean British								
Black, Black Scottish or Black British	-	-	-	-	-	-	-	-
Other								
F Other ethnic group								
Arab, Arab Scottish or Arab British	-	-	-	-	-	-	-	-
Other	2	0.28%	-	-				
Don't know	43	5.99%	8	8.16%	9	9.58%		-1
G Prefer not to answer	38	5.29%	-	-	8	8.51%		-8
Total	718	100%	98	100%	94	100%		+4

These figures do not include doctors and dentists in training who are recruited by NHS Grampian for the North of Scotland.

(ii) Recruitment and selection

NHS Orkney collects ethnicity data at every stage of the recruitment and selection process. This information is shown in Table Two below. From Table Two it can be seen that:

Applications

- During 2020/21 NHS Orkney received 714 applications, this contrasts with 228 applications in 2018/19. The main driver for this increase was an increase in the number of available jobs for which people could apply. The additional posts were required to meet the challenge of the COVID-19 pandemic on Orkney.
- Candidates with a Scottish ethnicity were the biggest single group, submitting 348 applications (48.74%), this contrasts with 2018/19 when candidates with a Scottish ethnicity submitted 64.91% of all applications.

Shortlisted candidates

- There were 357 candidates shortlisted compared to 224 candidates shortlisted in 2018/19.
- The ethnicity of candidates shortlisted is pro rata to the numbers in each ethnic category making application. This suggests that short listing processes within NHS Orkney are fair and equitable. The exception are Scottish candidates who are over represented at shortlisting. This is mainly due to many support services and lesser well paid posts receiving most applications from local people. Given the high cost of living and accommodation on Orkney, it is not financially viable/attractive for many people from outwith the area to apply for these posts.
- No information about the ethnic origins of candidates, nor any other information about their protected characteristics, is made available to appointing managers.

Candidates offered posts during 2020/21

- 143 offers of employment were made, compared to 133 offers in 2018/19. However, a number of former staff with known valuable skills returning to work in NHS Orkney were simply appointed to COVID-19 related posts without going through an interview process.
- Candidates with a “Scottish” ethnic origin were the largest group of staff appointed at 61.54%. This compares to 66.92% in 2018/19. This group is slightly over represented in percentage terms for the reasons given above.

Overall, these figures indicate that NHS Orkney recruitment, short listing and appointments procedures are fair and free from discrimination.

Doctors in training

NHS Grampian is now the Lead Employer for Doctors and Dentists in Training for the North of Scotland. This information is now included in the NHS Grampian Workforce Report so do appear in our figures as staff recruited.

**Table Two: The ethnic origins of applicants, short listed candidates and people appointed
By NHS Orkney during 2020/21**

2011 Census Categories	No. of applicants	Ethnicity of applicants as a % of total	Nos. shortlisted	% of those short listed	Candidates offered posts in 2020/21	
	Number	Percentage	Number	Percentage	Nos. offered posts	Percentage
a) White						
Scottish	348	48.74%	204	57.14%	88	61.54%
Other British	167	23.39%	97	27.17%	40	27.97%
Irish	8	1.12%	6	1.68%	2	1.40%
Gypsy/Traveller	-	-	-	-	-	-
Polish	-	-	-	-	-	-
Other white ethnic group	56	7.84%	23	6.44%	8	5.59%
B Mixed or multiple ethnic groups						
Any mixed or multiple ethnic groups	12	1.68%	5	1.40%	2	1.40%
C Asian, Asian Scottish or Asian British						
Pakistani, Pakistani Scottish or Pakistani British	21	2.94%	5	1.40%	1	0.70%
Indian, Indian Scottish or Indian British	22	3.08%	4	1.12%	-	-
Bangladeshi, Bangladeshi Scottish or Bangladeshi British	3	0.42%	1	0.28%	-	-

Chinese, Chinese Scottish or Chinese British	2	0.28%	1	0.28%	-	-
Other Asian	16	2.24%	1	0.28%	-	-
D African						
African, African Scottish or African British						
Other	29	4.06%	4	1.12%	-	-
E Caribbean or Black						
Caribbean, Caribbean Scottish or Caribbean British						
Black, Black Scottish or Black British	1	0.14%	-	-		
Other Black background	15	2.11%	3	0.84%	1	0.70%
F Other ethnic group						
Arab, Arab Scottish or Arab British	-	-	-	-		
Don't know	-	-	-	-		
Other	6	0.84%	-	-		
G Prefer not to answer	8	1.12%	3	0.84%	1	0.70%
Total	714	100%	357	100%	143	100%

These figures do not include doctors and dentists in training who are recruited by NHS Grampian for the North of Scotland.

Changes to Recruitment from outwith the European Union

The UK left the European Union (EU) transitional arrangements on 31st December 2020. EU nationals wishing to work in the UK must now obtain a Visa. At present, it is too early to tell if the Visa system for EU nationals or the ability of the UK employers to recruit more freely from outwith the EU, has had an impact on recruitment trends.

(iii) The ethnicity of staff promoted in 2020/21

Table Three below shows the ethnicity of NHS Orkney staff promoted during 2020/21. The ethnic make up of the NHS Orkney workforce is also shown as a comparator.

- 40 staff were promoted in 2020/21. This compares to 31 staff promoted in 2018/19.
- The promotions are roughly pro rata to the number of staff in post from each ethnic group. This indicates that promotion arrangements within NHS Orkney are fair and free from racial discrimination.

Table Three: The ethnicity of staff promoted in 2020/21

2011 Census categories	Promotions During 2020/21		% of each ethnicity in post at 31st March 2021
	Number	%	
A White			
Scottish	27	67.50%	62.67%
Other British	5	12.50%	18.52%
Irish	1	2.50%	0.70%
Other white ethnic group	4	10.00%	5.57%
G Prefer not to answer	1	2.50%	5.29%
Don't Know	2	5.00%	5.99%
Total	40	100%	

(iv) The ethnicity of staff applying for training and receiving training

This information is not currently recorded. However, once the eESS training and management system is fully operational we will be able to collect this information.

6. Disability

Table Four below shows Information on the number of NHS Orkney staff who consider themselves to be disabled:

Table Four: the number of NHS Orkney staff who consider themselves to be disabled

Responses to the question, “Do you consider yourself to be disabled?”	2020/21 Total	Comprising	
		Females	males
Yes	8	5	3
No	407	315	92
Declined to comment	36	28	8
Don't know	267	231	36
Total	718	718	

- The table shows that 1.1% of NHS Orkney staff consider themselves to have a disability.
- It is important that NHS Orkney Appointing Officers continue to give the fullest consideration to the employment of disabled people, should a suitable opportunity arise.

To try and improve facilities for both disabled patients and staff, the new Balfour was Disability Access Assessed at the Planning Stage. The new facility has electrically operated front and inner doors, disabled toilets, Adult Changing facilities and other facilities to assist people with a disability. These measures should help to make it easier for people with a disability to find suitable posts within NHS Orkney. Progress will continue to be monitored closely. A follow up Disability Access Audit was completed on the front entrance to Balfour on 20th February 2020, following a number of problems. Appropriate remedial action was taken.

(i) Staff with a Disability who were promoted in 2020/21

None of the 8 staff who consider themselves to be disabled was promoted during 2020/21.

(ii) Staff with a disability who applied for training and numbers who actually attended in 2020/21

This information is not currently recorded. However, once the eESS training and management system is fully operational we will be able to collect this information.

7. Sex (male or female)

On Orkney, there are roughly equal numbers of males and females. NHS Orkney has 718 staff comprising 579 females (80.6%) and 139 males (19.4%). However, traditionally, most members of the nursing and Allied Health Professions have been female, which means that all Health Boards in Scotland have a much higher proportion of female staff to male staff.

There is no intentional occupational segregation in NHS Orkney, nor is there any gender bias in the filling of posts. NHS Orkney is careful to promote all healthcare posts as being open to both males and females equally. All NHS Orkney staff appointments are made on merit, free from any gender bias. However, there are still historical issues to be addressed, especially in the field of Nursing and Allied Health Professions (AHP).

Traditionally, nursing and AHP professions have attracted far more females than males to train for these professions. Nursing is the biggest single occupation group in the NHS by far, hence, all Health Boards in Scotland have a much higher proportion of female staff to male staff.

NHS Orkney is typical with 80.60% of its staff being female while 19.40% of staff are male. The majority of female staff are concentrated in the nursing and AHP professions. NHS Orkney is working hard to promote all NHS jobs to both males and females equally. The Universities are also playing their part to encourage more males to train for nursing or AHP careers.

NHS Orkney is careful in all of our advertising material for nursing and AHP posts to avoid sexual stereotyping. Our recruitment literature shows an equal number of male and female staff in these roles and projects a very positive image of both male and female nurses and AHP's.

(i) The sex of staff who were promoted in 2020/21

The numbers of male and female staff promoted during 2020/21 are shown in Table Five below:

Table Five: Female and male staff promoted during 2018/19

Sex	Nos. promoted	%	% of each sex working within NHS Orkney
Female	32	80.00%	80.60%
Male	8	20.00%	19.40%
Total	40	100%	100%

The figures show that promotions are pro rata to the number of staff of each sex employed by NHS Orkney. However, it should be noted that given the small numbers involved, these figures can fluctuate year to year.

(ii) The sex of staff applying for training and receiving training

This information is not currently recorded. However, once the eESS training and management system is fully operational we will be able to collect this information.

(iii) Senior posts within NHS Orkney as at 31st March 2021

Executive Cohort

The current NHS Orkney Executive Cohort comprises 5 persons, with 4 males and 1 female. The figures indicate that there is a higher ratio of male executives to female executives than the general ratio of female to male staff employed by NHS Orkney. This will be monitored.

Senior Managers

There are 34 staff on senior manager grades of Band 8A to 8D. This comprising 24 females (70.6%) and 10 males (29.4%). The figures indicate that there is a slightly higher ratio of male senior managers to female senior managers than the general ratio of female to male staff employed by NHS Orkney. This will be monitored.

Health Board members

The NHS Orkney Health Board comprises 14 persons. The gender make up as at 31st March 2021 was 10 females and 4 males.

In terms of compliance with the Gender Representation on Public Boards (Scotland) Act 2018, NHS Orkney is fully compliant. The requirement is to make progress towards having 50% female non-executive Board members. NHS Orkney had reached this target. There are 8 NHS Orkney non-executive Board members, comprising 4 females and 4 males.

8. Religion or faith

The religion/faith make up of the NHS Orkney workforce is shown below in Table Six. The religion or belief makeup of the general population of Orkney mirrors closely the overall Scottish pattern. The figures are:

Table Six: The religious/faith make up of the NHS Orkney workforce in 2020/21

Religion or faith	Number	% of workforce	2011 Census main results for Orkney
Buddhist	4	0.56%	0.21%
Christian - Church of Scotland	197	27.44%	40.37%
Christian - Roman Catholic	14	1.95%	2.84%
Hindu	2	0.28%	0.06%
Jewish	2	0.28%	0.02%
Muslim	2	0.28%	0.09%
Other Christian	66	9.19%	7.58%
Sikh	-	-	0.01%
Other	8	1.11%	0.61%
No religion	282	39.28%	39.18%
Declined to comment	65	9.05%	9.03%
Not known	76	10.58%	-
Total	718	100%	100%

These figures show that:

- Of the religions, the Church of Scotland has the largest number of staff followers at 27.44%. The comparative figure for Orkney is 40.37%.
- These figures show that the NHS Orkney workforce is slightly more religiously diverse than the general population of Orkney.
- The figures indicate that NHS Orkney recruitment and retention policies are free from discrimination on the grounds of religion or faith or a lack of religion or faith.

(i) The religion or faith of staff promoted in 2020/21

The figures are shown below in Table Seven below:

Table Seven: The religion or faith of staff promoted in 2020/21

Religion	Numbers promoted	Numbers employed	Numbers promoted as a % of employed
Buddhist	-	4	-
Christian - Church of Scotland	7	197	17.50%
Christian - Roman Catholic	1	14	2.50%
Hindu	-	2	-
Jewish	-	2	-
Muslim	-	2	-
Other Christian	5	66	12.50%
Sikh	-	-	-
Other	-	8	-
No religion	22	282	55.00%
Declined to comment	1	65	2.50%
Not known	4	76	10.00%
Total	40	718	

- While it is hard to draw firm conclusions from such small numbers, the general indication is that NHS Orkney promotion processes are free from discrimination on the grounds of religion or faith or a lack of religion or faith.

(ii) The religion/faith of staff applying for training and receiving training

This information is not currently recorded. However, once the eESS training and management system is fully operational we will be able to collect this information.

9. Sexual orientation

The sexual orientation of the NHS Orkney workforce is shown in Table Eight below:

Table Eight: The sexual orientation of the NHS Orkney workforce

Staff in post at 31/3/2021		New starts 2020/21		Leavers 2020/21	
Bisexual	6	Bisexual	3	Bisexual	1
Declined	61	Declined	8	Declined	11
Don't Know	143	Don't Know	0	Don't Know	23
Gay	5	Gay	2	Gay	0
Heterosexual	495	Heterosexual	129	Heterosexual	59
Lesbian	3	Lesbian	1	Lesbian	0
Other	5	Other	0	Other	0
Total	718	Total	143	Total	94

From the above, it can be seen that in most categories, there were more new starts than leavers. This indicates that NHS Orkney recruitment and retention processes are free from discrimination on the grounds of sexual orientation.

(i) The sexual orientation of staff promoted during 2020/21

The figures are shown below in Table Nine below:

Table Nine: The sexual orientation of staff promoted during 2020/21

Sexual orientation	Nos. promoted	Total Nos. in post	Nos. promoted as % of total in post
Bisexual	-	6	-
Declined	1	61	1.64%
Don't Know	8	143	5.59%
Gay	1	5	20.00%
Heterosexual	29	495	5.86%
Lesbian	1	3	33.33%
Other	-	5	-
Total	40	718	

The largest group had the largest number of promotions. However, due to the small numbers involved, no other conclusions can be made.

(ii) The Sexual orientation of applicants, short listed candidates and people offered posts by NHS Orkney during 2020/21

The figures are shown in Table Ten below:

Table Ten: The sexual orientation of applicants, short listed candidates and people offered posts by NHS Orkney in 2020/21

Sexual orientation	Applications	% of total	Shortlisted	% of total	Offered Posts	% of total
Bisexual	27	3.78%	8	2.24%	3	2.10%
Declined	44	6.16%	21	5.88%	8	5.59%
Gay/Lesbian	10	1.40%	8	2.24%	3	2.10%
Heterosexual	630	88.24%	320	89.64%	129	90.21%
Other	3	0.42%	0	0%	0	0%
Total	714	100%	357	100%	143	100%

The figure show that the short listing of candidates and those offered posts are roughly pro rata to the number of applications received. This indicates that recruitment processes are free from discrimination on the grounds of sexual orientation.

There is no 2011 Census information on sexual orientation for us to use as a comparator. A pre-Census pilot questionnaire issued in 2006 by the General Registrar for Scotland, received a very low response rate for questions on sexual orientation. Accordingly, the General Registrar decided not to include sexual orientation questions in the 2011 Census questionnaire.

(iii) The sexual orientation of staff applying for training and receiving training

This information is not currently recorded. However, once the eESS training and

management system is fully operational we will be able to collect this information.

10. Gender reassignment

The National Scottish Workforce Standard System (SWISS) does not give staff the option of indicating that they are transsexual or are contemplating gender reassignment. Staff who are transsexual are included in the sexual orientation “Other” category, accordingly, no specific data is available.

11. Age

Below in Table Eleven is an age profile of the NHS Orkney workforce, as at 31st March 2021. The Mid-Year 2015 population estimate from the General Registrar for Scotland is shown as a comparator.

Table Eleven: Age profile of the NHS Orkney workforce in as at 31/3/2021

Age Group	Numbers in post as at 31/3/2021	NHS Orkney %	Population of Orkney %
1 - 19 years	9	1.25%	21.65%
20 – 24 years	39	5.43%	5.31%
25 – 29 years	77	10.72%	4.91%
30 - 44 years	220	30.64%	18.13%
45 – 59 years	296	41.23%	22.72%
60+	77	10.73%	27.28%
Total	718	100%	100%

The figures show:

- NHS Orkney has a relatively small percentage of staff aged 19 years and under. This is due to a number of factors such as age restrictions for people under the age of 18 working in clinical areas and Health and Safety compliance requirements.
- Compared to the Census figures, NHS Orkney has a much higher percentage of staff in the 30-44 and 45-59 age ranges. This perhaps reflects the fact that many staff such as doctors, nurses and Allied Health Professionals train for a number of years to qualify then build up their knowledge and experience. Staff then wish to apply this knowledge for as long as possible. Hence the concentration of staff in these two age ranges.

(i) Promotions shown by age

The figures are shown in Table Twelve below:

Table Twelve: The age of staff promoted during 2020/21

Age Group	No. of Staff promoted shown by age	Number in post as at 31/3/2021	Promotions as a % of total staff in age band
1 - 19 years	1	9	11.11%
20 – 24 years	6	39	15.38%
25 – 29 years	9	77	11.69%
30 - 44 years	12	220	5.45%
45 – 59 years	9	296	3.04%
60+	3	77	3.90%
Total	40	718	

There are significant variations in the percentage of staff being promoted in each age category, most notably in the 20-29 age bands. This in large part can be explained by staff in this age band being more active in building and developing their careers and are therefore more proactive in seeking promotion opportunities. As staff advance in seniority, the number of promoted posts for which they can choose to apply, are fewer in number, hence the decline in the number of staff promoted in the 45+ age bands.

12. Pregnancy and maternity

During 2020/21, 24 applications for maternity leave were made by staff. Of the 24, 23 chose the “return to work” option. To date, 3 staff returned to work while 20 were still on maternity leave at the time the Report was compiled.

Year	No. of applications	Staff choosing “Return to work” option”	No. who actually returned to work	Pending
2020/21	24	23	3	20

The high cost of living and accommodation on Orkney could be an influencing factor in the number of female staff returning to work. Other factors could be the opportunities offered by NHS Orkney for flexible or part-time working.

13. Marriage and civil partnership

Information on the marital status of NHS Orkney staff is shown in Table Thirteen below. Information from the 2011 Census for Orkney is shown as a comparator.

Table Thirteen: The marital status of NHS Orkney Staff 2020/21

Marital Status	Numbers	NHS Orkney %	2011 Census %
Not known	-	-	-
Civil Partnership	6	0.84%	0.05%
Dissolved civil partnership	1	0.14%	0%
Divorced/separated	37	5.15%	16.07%
Married	411	57.24%	46.59%
Single	255	35.52%	23.79%
Widowed	8	1.11%	13.49%
Total	718	100%	100%

- Divorce/separation rates are much lower for NHS Orkney staff than for the Orkney population generally.
- Pro rata, more NHS Orkney staff are married than in the Orkney population generally and more staff are single.
- There is a big difference in the number of NHS Orkney staff widowed compared to the Census figures. This is explained by the fact that most NHS Orkney staff retire at or around 65. It is above this age band that mortality usually increases significantly.
- The figures indicate that there is no discrimination by NHS Orkney on the grounds of marital status in our recruitment or retention processes.

(i) The marital status of staff promoted during 2020/21

Table Fourteen: The marital status of promoted Staff during 2020/21

Marital Status	Numbers	Promotions as a % of total staff by marital status
Not known	-	-
Civil Partnership	-	-
Dissolved civil partnership	-	-
Divorced/separated	-	-
Married	20	4.87%
Single	19	7.45%
Widowed	1	12.50%
Total	40	

14. Staff performance and assessment

Knowledge and Skills Framework (KSF)

KSF has been implemented for all NHS Orkney staff, excluding the Executive Cohort and Senior Managers and medical and dental staff, for whom separate arrangements apply. There is an ongoing cycle of review, planning, development and evaluation which links organisational and individual development needs; this is a commitment to the development of everyone who works in the NHS. KSF outlines are developed for all posts which detail the knowledge and skills required for the post covering six mandatory core dimensions of:

- Communication
- Personal and People Development
- Health, Safety and Security
- Service Improvement
- Quality
- Equality and Diversity
-

In addition, there will be specific dimensions which reflect the key activities of each post. There are two “gateways”. The Foundation Gateway within one year, 6 months for Band 5 posts, of appointment to the bands will check that the employee can meet the basic demands of their post. The Second Gateway will confirm that the employee is applying their knowledge and skills to consistently meet the full demands of their post. As yet, the gateways are not active across Scotland.

15. Equal Pay Statement

In compliance with the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, NHS Orkney produced an Equal Pay Monitoring Report in April 2019. This contains an Equal Pay Statement and is available on the NHS Orkney website at: ohb.scot.nhs.uk.

16. Publicising the report

The Workforce Monitoring Report 20210/21 will first go to the NHS Orkney Clinical Care Governance Committee. Thereafter, it will be widely circulated electronically within NHS Orkney and posted on the NHS Orkney website so it will be accessible to partner agencies and the wider community of Orkney.

Comments on the Workforce Monitoring Report will be warmly welcomed. All comments received will be carefully considered. Comments in any language or format can be made:

By email to: ork-hb.feedback@nhs.net

By post to:

Feedback Service,
NHS Orkney,
The Balfour,
Foreland Road,

Kirkwall
Orkney
KW15 1NZ

By voicemail to: 01856 888000

17. Compilation of the Report: acknowledgements

A very special mention is due to Lewis Berston Workforce Systems Manager and Nathan Omand HR Coordinator who put in many hours of work collecting information and helping in the compilation.

Nigel Firth,
Equality and Diversity Manager
NHS Grampian and NHS Orkney
13th May 2021