



NHS Tayside Workforce Monitoring Report 2022

Contents

- 1 Introduction
- 2 Collecting Workforce Data
- 3 Using Workforce Data to Influence Actions
- 4 Age
 - 4 (a) Workforce Composition
 - 4 (b) Recruitment
 - 4 (c) Development
 - 4 (d) Staff retention and Turnover
- 5 Disability
 - 5 (a) Workforce Composition
 - 5 (b) Recruitment
 - 5 (c) Development
 - 5 (d) Staff Retention
- 6 Gender Reassignment
 - 6 (a) Workforce Composition
 - 6 (b) Recruitment
 - 6 (c) Development
 - 6 (d) Staff Retention and Turnover
- 7 Marriage and Civil Partnership
 - 7 (a) Workforce Composition
 - 7 (b) Recruitment
 - 7 (c) Development

- 7 (d) Staff Retention and Turnover
- 8 Pregnancy and Maternity
- 9 Race (Ethnicity)
 - 9 (a) Workforce Composition
 - 9 (b) Recruitment
 - 9 (c) Development
 - 9 (d) Staff Retention and Turnover
- 10 Religion or Belief
 - 10 (a) Workforce Composition
 - 10 (b) Recruitment
 - 10 (c) Development
 - 10 (d) Staff Retention and Turnover
- 11 Sex (Male and Female)
 - 11 (a) Workforce Composition
 - 11 (b) Recruitment
 - 11 (c) Development
 - 11 (d) Staff Retention and Turnover
- 12 Sexual Orientation
 - 12 (a) Workforce Composition
 - 12 (b) Recruitment
 - 12 (c) Development
 - 12 (d) Staff Retention and Turnover
- 13 Conclusion and Next Steps

1. Introduction

NHS Tayside, as a “public Body”, defined by the Equality Act Specific Duties (Scotland) Regulations 2012 is required to produce an annual Workforce Monitoring Report. The scope of the workforce monitoring report covers employee composition, recruitment, development and staff retention.

Using the analysis of the employee data taken from the workforce monitoring report will assist NHS Tayside to identify targeted positive actions to bridge any gaps highlighted by the monitoring data. The employee monitoring data is separated in to nine distinct groups referred to in the Equality Act 2010 as the nine “protected characteristics” which are:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion or Belief
- Sex
- Sexual Orientation

2. Collecting Workforce Data

The employee data used in this workforce monitoring report covers employee data collected during the calendar year of 2021 and contains data that has not previously been reported on. The primary source of the data has been taken from eESS and ePayroll for Workforce Composition, some of the Development data and Retention data. The Recruitment Data was extracted from JobTrain. Appraisals data has been sourced from Turas. It is hoped that once the pressures of COVID-19 have reduced, staff resource will become available to further develop the increased extraction of Workforce data.

The employee data currently available for this report has been limited as has the staff resource available due to a number of COVID related pressures and issues. In an acknowledgement of the limitations on the currently available data for this report, gaps have been identified and proposed remedial actions suggested to improve the quality of the data for subsequent years.

The difficulties in gathering the necessary data in NHS Tayside is both mirrored across other NHS Boards as well as being reflected more widely for other public bodies across Scotland. In 2021 the Scottish Government set up an Equality Data Improvement Programme which aims to assist Scottish public bodies to collect better quality data and more closely link the gathered evidence to Equality Outcomes and targeted actions going forward.

This report has been prepared during phase two of a Review of the Public Sector Equality Duty in Scotland which is reviewing the effectiveness of all the Scottish Specific Duties (SSDs).

Key aspects of the SSDs are data collection and publication, in order to encourage better evidence-informed decision making and increase transparency and accountability. It is therefore important that information collected and/or published on the basis of the duties is then used to inform decisions and action that will lead to real change.

In order for listed authorities to engage meaningfully with the SSDs as a whole, it is essential that they are straightforward and cohesive. Improving cohesiveness and reducing perceived bureaucracy relates to all of the SSDs, with a particular focus on regulation 3: Duty to Report Progress on Mainstreaming the Equality Duty (P16).

In the interim, an additional focus on the report has therefore been to identify, through raising a series of questions, what type of data the Board is likely to need in order to ensure that NHS Tayside meets its responsibilities in fulfilling the Public Sector Equality Duty challenging discrimination, promoting equality and fostering good relations between people who share and those that don't share relevant protected characteristics.

NHS Tayside is committed to improving the quality of and use of employee monitoring data and effectively linking the gathered evidence with the Mainstreaming Equality Outcomes Report Action Plan established to monitor Mainstreaming Equalities Progress and to adapt where necessary. NHS Tayside Equality Outcome 1 (2021-2025) formalises this commitment. In order to fulfil the aims of the Equality Outcome, a planned series of actions in order to achieve meaningful progress will be implemented and monitored. Actions 1-3 and 6 of the Mainstreaming Equality Outcomes Report 2021-2025 (MEOR) Action Plan are now being progressed.

NHS Tayside has seen a change in the use of a number of electronic employee systems over the last few years and steps are already being planned to integrate the systems to help produce more meaningful data. The NHS Tayside equal opportunities monitoring form has also been updated in 2020 to make it easier to complete and to align the categories with eESS. It is hoped that progress will be made nationally with eESS to improve the self-serve gender identity options which are not available in the NHSScotland national Equal Opportunities Monitoring Form, making the capture of gender reassignment data difficult.

Where possible, NHS Tayside data has been compared with local population data taken from the 2011 census. Given the age of the Census now, some more emphasis has been placed on comparative NHS Tayside data where available. Where the 2011 Census data was unavailable, comparisons have been made using The Scottish Surveys Core Questions 2019 produced by the Scottish Government Digital Directorate. The data contained in this survey generally covers the whole age profile of a protected characteristic and not just those of working age. The values are weighted values with different degrees of certainty. NHS Tayside data reflects actual values and only covers people of working age. Therefore, no firm comparisons are possible, they can only provide a general picture of the local Tayside population. Going forward, the most beneficial information to NHS Tayside will be the comparison of in-house employee monitoring data which is why improved data collection forms one of the NHS Equality Outcomes for 2021-2025. Not

all the percentages used in the tables equate to 100% which is due to some categories having staff numbers <5. This is done in order to protect the anonymity of staff.

3. Using Workforce Data to Influence Actions

Workforce Employee Data Collection and Analysis

In 2020 the Public Sector Equality Group undertook a review of the employee data that NHS Tayside routinely collects in order to fulfil our reporting requirements set out in the Equality Act 2010 General Duty and the Specific Duties Scotland Regulations 2012. A refresh of the NHS Tayside Equal Opportunities Monitoring Form was also undertaken at the same time. Information about the easier to use Equal Opportunities Monitoring Form was circulated to all staff along with an explanation as to the importance of gathering information on protected characteristics and what we do with the information. In 2021 all-staff communications have been circulated with a reminder as to why NHS Tayside gathers information on protected characteristics and staff have been further encouraged to complete this information.

Improving the quality of NHS Tayside employee data has been identified as a key priority in order that NHS Tayside can identify areas of underrepresentation within job families or job grades and where indicated take steps to reduce the gaps. A reporting compliance timetable was developed, identifying what data needs to be covered when, by whom and using which data gathering systems.

The reporting time-table also identified a process to analyse the data. Oversight of data collection and analysis is carried out by the Staff Governance Committee which determines what actions need to be taken in response to recommendations made by the Public Sector Equality Group/Equality and Diversity Governance Group.

Proposed actions 2021-2025:

- An audit of current employee data reporting systems will be undertaken to establish a bench mark position of the data NHS Tayside is currently able to gather and an assessment made regarding any additional resources needed in order to improve the quality of employee data collection;
- In order to improve the depth of data held for all protected characteristics, a twice yearly all-staff communication will go out to all staff asking staff members to up-date their personal circumstances on the NHS Tayside Equal Opportunities Monitoring form. Staff will be given an explanation as to why they are being asked to do so. Information will also be given regarding what is done with the monitoring data MEOR Actions 1, 3 and 6);
- Once eESS self-serve becomes available, staff will be encouraged to use this platform to record and update their personal information;
- The percentage of recorded data for each protected characteristic will be regularly monitored and targeted steps taken to promote higher levels of the protected characteristic being reported;
- Improvement targets along with a plan of action for reducing the numbers of declined or don't knows for Disability, Ethnicity and Sexual orientation will be set in conjunction with the associated staff employee network.

Staff Employee Networks

In responding to specific concerns raised as a consequence of the impact of the Covid19 pandemic, NHS Tayside set up a Black Asian and Minority Ethnic (BAME) Employee Network in September 2020. In 2021 a further three employee Networks were established. These were the Disability Equality Network, EqualITAY Network (Lesbian, Gay, Bisexual and Queer Plus) and the Carers Network.

Proposed actions:

- The work of the networks is still being developed and will be reported on in the Mainstreaming Progress Report in April 2023; Regular joint Network Meetings are being held with Senior Staff through the NHS Tayside Employee Network Support Group; Employee surveys/events.

Inclusive Recruitment

NHS Tayside recognises the value and importance of having a diverse workforce and the benefits this has on providing high quality care to the diverse local Tayside population. Building on existing well-established relationships with a number of local groups, made up of members covered by one or more protected characteristics, NHS Tayside is committed to further develop partnership working to improve access to employment within NHS Tayside.

Proposed actions:

- Work with local diversity groups to develop positive actions in response to the analysis of employee data and the need to address areas of under-representation within the NHS Tayside workforce;
- Develop relationships between the various NHS Tayside Employee Networks and local diversity groups.

Employability

NHS Tayside in conjunction with a number of partners, is involved in a number of initiatives aimed at promoting NHS Tayside as a local inclusive employer. Due to the way the various programmes are organised, recruitment of participants tends to be done by partner organisations. Where individuals are successful in gaining employment from participation in any of the initiatives, information on their protected characteristics will be captured within the NHS workforce equal opportunities monitoring data.

Examples of positive action initiatives include:

Age

School work placements for s4-6

Medic Insight S5-6

Developing Young Workforce Dundee and Angus

Prince's Trust

Modern apprenticeships at foundation to graduate level.

All protected characteristics

Administration Academy
Barnardo's Work placements
Healthcare Academy
Health and Social Care Academy SVQ Level 2

Disability

GCIL (Glasgow Centre for Inclusive Living) and NHSScotland joint Disabled Graduate Traineeship
Project Search (learning disability)

Disability Confident

NHS Tayside is currently a Level 2 Disability Confident employer. Steps are underway (through the work of the Disability Confident Implementation Group) to ensure that this status is maintained when the NHS Tayside membership of the scheme is up for renewal in the autumn of 2022. Longer term, NHS Tayside has an aspiration of becoming a Disability Confident Level 3 employer. This means becoming a Disability Confident Leader employer in the Tayside area helping and assisting other local employers in the area to become Disability Confident.

4. Age

4(a) Workforce Composition

NHS Tayside and Local Population Headcount Comparison by Age

| Age | Census 2011 Tayside Headcount | Percentage | NHS Tayside 2021 Headcount | Percentage |
|--------------------|-------------------------------|----------------|----------------------------|----------------|
| 16-29 | 76206 | 25.06% | 1988 | 14.26% |
| 30-44 | 74157 | 24.39% | 4554 | 32.68% |
| 45-59 | 85629 | 28.16% | 5852 | 42.00% |
| Over 60 | 68012 | 22.37% | 1542 | 11.06% |
| Grand Total | 304004 | 100.00% | 13936 | 100.00% |

Discussion

The Census data has been used to provide an indicative picture of the demographic profile of the Tayside area. The value of the Census data is limited due to its age. However, not only does it highlight the potential local recruitment pool, it also provides a rough benchmark of the population profile and the potential types of services that are likely to be required by people living and working in the local area. This is regardless of the local, national or international recruitment source for NHS Tayside staff.

The figure of 74.2% from the 2011 Census reflects the people living in Tayside between the ages of 16-74 years old. The overall population of Tayside was 409709 and the Census percentages available, were used to calculate the headcount comparison with the NHS Tayside data. The results of the 2022 Census will provide more up-to-date demographic information on the demographic profile of the Tayside area and allow for more informed analysis regarding how well the NHS workforce demographically reflects the population it serves.

The table below compares the age profile of NHS Tayside staff as at 31 December 2020 and 2021.

| Age Profile | Headcount (2020) | Percentage | Headcount (2021) | Percentage | Variance |
|--------------------|-------------------------|-------------------|-------------------------|-------------------|-----------------|
| 16 - 19 | 26 | 0.19% | 34 | 0.24% | 0.05% |
| 20 - 24 | 601 | 4.50% | 661 | 4.74% | 0.24% |
| 25 - 29 | 1189 | 8.91% | 1293 | 9.28% | 0.37% |
| 30 - 34 | 1338 | 10.02% | 1475 | 10.58% | 0.56% |
| 35 - 39 | 1480 | 11.09% | 1524 | 10.94% | -0.15% |
| 40 - 44 | 1442 | 10.80% | 1555 | 11.16% | 0.36% |
| 45 - 49 | 1653 | 12.38% | 1608 | 11.54% | -0.84% |
| 50 - 54 | 2119 | 15.88% | 2104 | 15.10% | -0.78% |
| 55 - 59 | 2044 | 15.31% | 2140 | 15.36% | 0.04% |
| 60+ | 1455 | 10.90% | 1542 | 11.06% | 0.16% |
| Grand Total | 13347 | 100.00% | 13936 | 100.00% | |

Discussion

At the end of 2021, there were 589 more NHS Tayside staff members than at the same date the year before. In order to compare the age profile of staff members, a percentage variance has been applied. This highlights that out of the ten age ranges, only three of

them saw a decline in the percentage from the 2020 figure in 2021. These were, 35-39, 45-49 and 50-54. The two biggest drops in percentages were between the ages of 45-49 and 50-54.

Questions

The cause for this drop requires additional investigation. This highlights the importance of having robust data for recruitment, development and retention.

- Were more staff members recruited to the other age bands impacting the overall percentage share?
- Did more people from these age bands leave than were recruited?
- If more people did leave, what was their reasons for doing so?
- Given the potential loss of experience, what can be done to encourage staff to stay in NHS Tayside?

4 (b) Recruitment

The table below covers NHS Tayside recruitment for the calendar year of 2021. The number of applicants, candidates shortlisted and appointed are shown as percentages.

| Age range | Applied | Shortlisted | Appointed |
|--------------------------|----------------|--------------------|------------------|
| 15-19 Years | 1.80% | 1.30% | 2.80% |
| 20-24 Years | 9.00% | 8.40% | 9.70% |
| 25-29 Years | 12.90% | 12.20% | 9.70% |
| 30-34 Years | 10.10% | 10.40% | 7.50% |
| 35-39 Years | 7.10% | 8.70% | 5.60% |
| 40-44 Years | 5.60% | 7.50% | 5.20% |
| 45-49 Years | 4.80% | 7.10% | 4.80% |
| 50-54 Years | 4.50% | 7.20% | 4.70% |
| 55-59 Years | 3.20% | 5.30% | 3.60% |
| 60-64 Years | 1.40% | 1.80% | 1.30% |
| 65+ Years | 0.10% | 0.20% | 0.20% |
| Prefer not to say | 0.50% | 0.50% | 0.20% |
| No answer | 39.00% | 29.60% | 44.60% |
| Total | 100.00% | 100.00% | 100.00% |

Discussion

The table above highlights three broad trends. Between the ages of 25-34, the number of applicants and those who are shortlisted stay roughly similar and then the percentage drops for those who are appointed. From the age of 35 onwards until the age of 64, the percentage of candidates interviewed is sometimes significantly greater than the much closer percentages of those applying and who are appointed.

Of note is the high number of candidates at all stages of the recruitment process who did not provide data relating to their age. The missing data for applicants was 39%, in terms of those shortlisted it was 29.6% and for successful candidates it was 44.6%. This is explained by JobTrain only being able to record different age bands part-way through the year of data collection. The issue with missing data is likely to have an on-going effect on the age profile of NHS Tayside Staff as they move through their careers with NHS Tayside as an employee's Jobtrain profile is generally only set up once.

Questions

In order to understand the above data further questions need to be considered.

- Does the percentage of successful applicants between the ages of 15-24 demonstrate that the positive action schemes supported by NHS Tayside are working in terms of encouraging younger people to join NHS Tayside?
- What is causing the fall between the percentage of candidates who are shortlisted and then appointed for the age range 25-34?
- Why is the percentage of candidates who are short-listed between the ages of 35-64 sometimes significantly higher than the percentage applying and who are appointed which are broadly similar?

4 (c) Development

Data relating to appraisal and movements between bands has been used to track staff development.

Appraisal

The table below shows a breakdown by Age of the staff who completed appraisals in 2021.

Information relating to appraisal has been extracted from Turas. The information excludes Bank staff and not all staff, including medical staff use Turas for appraisals.

| Age | No appraisal in last 12 months | Yes appraisal in last 12 months |
|--------------------|---------------------------------------|--|
| 16-19 | 100.0% | 0.0% |
| 20-24 | 78.6% | 21.4% |
| 25-29 | 79.5% | 20.5% |
| 30-34 | 75.0% | 25.0% |
| 35-39 | 74.2% | 25.8% |
| 40-44 | 72.5% | 27.5% |
| 45-49 | 71.2% | 28.8% |
| 50-54 | 72.9% | 27.1% |
| 55-59 | 74.6% | 25.4% |
| 60+ | 77.0% | 23.0% |
| Grand Total | 74.6% | 25.4% |

Discussion

In 2021 the percentage of appraisals completed was 25.4% this figure has most likely been impacted due to the response to Covid19.

There were no appraisals carried out for staff aged 16-19, however, this involves a relatively small number of staff who may have accessed other appraisal systems other than Turas. The next two age-bands between 20-29 also had lower than average percentages for appraisals. The three age bands between 40-54 had higher percentages of appraisals than the average percentage.

Questions

- What is causing the variation in appraisal figures?
- Does the variance in percentage of completed appraisals reflect the different composition of family groups represented and those covered by Turas and those covered by other appraisal systems?
- What work can be done to merge different appraisal systems for reporting purposes?

Movement between job bands

The table below excludes Bank Staff and shows movement between job bands during the calendar year of 2021. The movement between job bands includes promotion, temporary increased part-time hours at a higher grade or temporary arrangements to cover higher duties. Current data capture does not allow for the single reporting on data relating to promotion.

| Age | Went down a grade during year | No change | Went up a grade during year |
|--------------------|--------------------------------------|------------------|------------------------------------|
| 16-19 | 0.0% | 90.9% | 9.1% |
| 20-24 | 3.5% | 86.4% | 10.2% |
| 25-29 | 5.6% | 84.4% | 10.1% |
| 30-34 | 5.9% | 86.5% | 7.6% |
| 35-39 | 4.3% | 88.3% | 7.4% |
| 40-44 | 3.9% | 88.8% | 7.4% |
| 45-49 | 3.7% | 90.4% | 5.9% |
| 50-54 | 3.4% | 91.8% | 4.7% |
| 55-59 | 2.7% | 94.8% | 2.5% |
| 60+ | 2.3% | 95.8% | 1.8% |
| Grand Total | 3.8% | 90.4% | 5.8% |

Discussion

The percentage of staff dropping down bands for the three age bands between 25-39 is higher than the overall percentage of staff who dropped down bands. The three age bands between 50-60+ was lower than the average percentage for staff who dropped down bands.

In terms of staff who's bands increased, all age bands up to 40-44 had a higher than average percentage for band increase. The two age bands covered by 55-60+ saw a net reduction between the band increase and band decrease percentages.

Question

- What is causing the band decrease percentage for the age bands of 25-39 and how many staff are affected?

4 (d) Retention

The data below shows a comparison between NHS Tayside staff present throughout the calendar year of 2021 excluding bank staff. The difference in the year-end totals reflects the number of staff employed on the particular days used for comparison.

| Age | There 31/12/2020 | Still there 31/12/2021 | Percentage |
|--------------------|-----------------------------|-----------------------------------|-------------------|
| Unknown | <5 | 0 | 0% |
| 16-19 | 26 | 22 | 84.6% |
| 20-24 | 599 | 492 | 82.1% |
| 25-29 | 1180 | 1042 | 88.3% |
| 30-34 | 1338 | 1229 | 91.9% |
| 35-39 | 1485 | 1391 | 93.7% |
| 40-44 | 1440 | 1372 | 95.3% |
| 45-49 | 1645 | 1579 | 96.0% |
| 50-54 | 2123 | 2005 | 94.4% |
| 55-59 | 2050 | 1871 | 91.3% |
| 60+ | 1460 | 1194 | 81.8% |
| Grand Total | 13347 | 12197 | 91.4% |

Discussion

The three age bands between 16-29 and the age band of 60+ all have percentages lower than the average percentage of staff leaving NHS Tayside between 31 December 2020 and 31 December 2021. The largest variances can be seen for the age bands of 20-24 and for 60+

Question

- What can be done to improve upon the percentages of staff leaving NHS Tayside between the age bands of 16-29 and 60+?

5. Disability

5 (a) Workforce Composition

NHS Tayside and Local Population Headcount Comparison by Disability

| Disability | Census 2011 Tayside Headcount | Percentage | Headcount 2021 | Percentage |
|--------------------|-------------------------------|----------------|----------------|----------------|
| Don't Know | 0 | 0.00% | 4027 | 28.90% |
| No | 330635 | 80.70% | 8782 | 63.02% |
| Prefer not to say | 0 | 0.00% | 965 | 6.92% |
| Yes | 79074 | 19.30% | 162 | 1.16% |
| Grand Total | 409709 | 100.00% | 13936 | 100.00% |

Discussion

The ten year difference between both sets of data makes any comparison difficult. The Census data shows that 19.3% of people of working age have shared information about their disability. Whereas the percentage of staff in NHS Tayside who have shared information stating they have a disability is 1.16%.

At a glance this indicates a large under-representation of disabled staff in NHS Tayside. However, it must be borne in mind that neither use the same definition of disability. The Census relies on self-identification whereas the NHS Tayside figure reflects the Equality Act 2010 definition of disability.

Within NHS Tayside there is also 28.9% of staff who are unsure about their disability status and 6.92% that prefer not to say.

The table below looks at the Disability headcount profile between the calendar years of 2019 to 2021.

| Disability | NHS Tayside Headcount 2019 | Percentage | NHS Tayside Headcount 2020 | Percentage | NHS Tayside Headcount 2021 | Percentage |
|--------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|----------------|
| Don't Know | 9322 | 73.25% | 4215 | 31.93% | 4027 | 28.90% |
| No | 2770 | 21.76% | 7674 | 58.13% | 8782 | 63.02% |
| Prefer not to say | 603 | 4.74% | 1029 | 7.79% | 965 | 6.92% |
| Yes | 31 | 0.24% | 91 | 0.69% | 162 | 1.16% |
| Grand Total | 12726 | 99.99% | 13201 | 98.55% | 13936 | 100.00% |

Discussion

The number of don't knows has reduced again in 2021 to 28.9% from 31.93% in 2020. This still shows significant progress from the figure of 73.25% in 2019.

Staff members appear to be much more certain about not having a disability, with the percentage rising from 21.76% in 2019 to 63.02% in 2021.

Staff appear to be more confident about sharing information about their disability. The percentage that didn't want to share had been 4.74% in 2019 rising to 7.74% in 2020, but has fallen slightly to 6.92% in 2021. The rise in staff sharing that they have a disability has risen from 0.24% in 2019 to 1.16% in 2021. This is nearly a fourfold increase in the percentage rate.

Questions

- Has a change in data gathering systems had an impact on the data collected?
- Has all-staff communications encouraging staff to update their personal circumstances information (including a definition of what the term disability means) made a difference?
- Have communications about the setting up of and presence of a Disability Employee Network made staff more confident about sharing information about their disability?
- What further steps are needed to reduce the number of staff who either don't know if they have a disability or are not yet confident about sharing this information with the organisation?

5 (b) Recruitment

The table below shows a comparison between 2020 and 2021 recruitment data.

| Disability | 2020 Applied | 2020 Shortlisted | 2020 Appointed | 2021 Applied | 2021 Shortlisted | 2021 Appointed |
|--------------------|----------------|------------------|----------------|----------------|------------------|----------------|
| No | 92.04% | 91.31% | 95.02% | 92.40% | 91.60% | 93.70% |
| Yes | 7.96% | 8.69% | 4.98% | 7.50% | 8.40% | 6.30% |
| No Answer | 0.00% | 0.00% | 0.00% | 0.10% | 0.01% | 0.00% |
| Grand Total | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |

Discussion

The percentage rose from application to appointment for applicants who said they did not have a disability in both 2020 and 2021. In 2021 the number of candidates sharing information re having a disability decreased slightly by around 0.5%. Therefore, the number of candidates who were shortlisted increased slightly albeit from a slightly lower applicant pool. The percentage appointed rose from 4.98% in 2020 to 6.3% in 2021.

During 2020 and 2021 the average number of candidates applying to join NHS Tayside has roughly ranged between 7.5-8% the number of successful applicants has ranged from roughly 5% to a bit over 6% This suggests that the number of staff working in NHS Tayside is considerably larger than the 1.16% reported in section 5 (a).

5 (c) Development

Data relating to appraisal and band movement has been used to track staff development.

Appraisal

The table below shows a breakdown by disability of the staff who completed appraisals in 2021.

| Disability | No appraisal in last 12 months | Yes appraisal in last 12 months |
|--------------------|--------------------------------|---------------------------------|
| Don't Know | 72.9% | 27.1% |
| No | 75.8% | 24.2% |
| Prefer not to say | 72.2% | 27.8% |
| Yes | 72.8% | 27.2% |
| Grand Total | 74.6% | 25.4% |

Discussion

Staff who have a disability or who preferred not to say were slightly more likely to have completed an appraisal compared to staff with no disability.

Movement between job bands

The table below excludes Bank Staff and shows movement between job bands during the calendar year of 2021. The movement between job bands includes promotion, temporary increased part-time hours at a higher grade or temporary arrangements to cover higher duties. Current data capture does not allow for the single reporting on data relating to promotion.

| Disability | Went down a grade during year | No change | Went up a grade during year |
|--------------------------|--------------------------------------|------------------|------------------------------------|
| Don't Know | 2.1% | 94.2% | 3.7% |
| No | 4.8% | 88.0% | 7.2% |
| Prefer not to say | 3.4% | 91.4% | 5.3% |
| Yes | 4.8% | 91.7% | 3.6% |
| Grand Total | 3.8% | 90.4% | 5.8% |

Discussion

The percentage of staff that moved down a grade for disability and non-disabled was exactly the same. In terms of staff who didn't have a disability the percentage that increased their grade was double the percentage of staff who have a disability that increased grades.

Questions

- Is 2021 an outlier year or is this part of a trend?
- What is causing the gap in increased grades between the percentage of staff who don't have a disability and those that do?

5 (d) Retention

The data below shows a comparison between NHS Tayside staff present throughout the calendar year of 2021 excluding bank staff. The difference in the year-end totals reflects the number of staff employed on the particular days used for comparison.

| Disability | There 31/12/2020 | Still there 31/12/2021 | Percentage |
|------------------------------|-----------------------------|-----------------------------------|-------------------|
| Don't Know | 4469 | 4056 | 90.8% |
| No | 7762 | 7106 | 91.5% |
| Prefer not to say | 1023 | 951 | 93.0% |
| Yes | 93 | 84 | 90.3% |
| Grand Total | 13347 | 12197 | 91.4% |

Discussion

The percentages above show there is very little reported variance between the retention of disabled staff compared to non-disabled staff. There are a significant number of don't knows and prefer not to says, so it is difficult to state with any certainty, whether there is any significant difference in the percentage of disabled staff remaining employed within NHS Tayside compared to non-disabled staff.

Questions

- Is it possible to obtain data on the reasons why staff are leaving?
- What can be done to reduce the number of don't knows and prefer not to says?

6. Gender Reassignment

6(a) Workforce Composition

There is no local Tayside comparative data from the 2011 Census as the previous Census did not contain a question on gender reassignment. The 2022 Scottish Census has produced supplementary guidance which enables individuals to self-identify their gender identity.

The table below shows the NHS Tayside headcount for the protected characteristic of gender reassignment for the calendar year of 2021.

| Gender Reassignment | Headcount | Percentage |
|---------------------|--------------|----------------|
| Don't Know | 4090 | 29.35% |
| No | 8815 | 63.25% |
| Prefer not to say | 1024 | 7.35% |
| Yes | 7 | 0.05% |
| Grand Total | 13936 | 100.00% |

Discussion

The relatively high number of 29.35% of staff who either don't know and the 7.35% of staff who prefer not to say what their gender identity is, highlights the inability of NHS Tayside staff members to record their gender identity using the current NHSScotland National Equal Opportunities Monitoring Form. Through increased use of JobTrain and the introduction of self-serve access to eESS should shortly make it possible for NHS Tayside staff to have their gender identity acknowledged and recorded.

The table below compares the gender identity profile of NHS Tayside staff as at 31 December 2020 and 2021.

| Gender Reassignment | Headcount 2020 | Percentage | Headcount 2021 | Percentage | Variance |
|---------------------|----------------|----------------|----------------|----------------|----------|
| Don't Know | 4167 | 31.57% | 4090 | 29.35% | -2.22% |
| No | 7608 | 57.63% | 8815 | 63.25% | 5.62% |
| Prefer not to say | 1110 | 8.41% | 1024 | 7.35% | -1.06% |
| Yes | 8 | 0.06% | 7 | 0.05% | -0.01% |
| No Data | 308 | 2.33% | 0 | 0.00% | -2.33% |
| Grand Total | 13201 | 100.00% | 13936 | 100.00% | |

Discussion

The table above shows that there has been a slight reduction in the don't know and prefer not to say options. The number of staff positively answering no has increased. The number of NHS Tayside answering yes to gender reassignment has reduced by 1.

Questions

- What role will the introduction of self-serve on eESS have on increasing the option for NHS Tayside staff to be able to record their gender identity?
- What can be done to encourage NHS Tayside staff to share information about their gender Identity?
- What role can the LGBTQ+ Network, EqualITAY play in encouraging staff to share information about their gender identity?

6 (b) Recruitment

The table below covers NHS Tayside recruitment for the calendar year of 2021. The number of applicants, candidates shortlisted and appointed are shown as percentages.

| Gender | Applied | Shortlisted | Appointed |
|--------------------------|----------------|--------------------|------------------|
| Female | 70.10% | 77.70% | 82.00% |
| Male | 29.20% | 21.70% | 17.50% |
| Other | 0.10% | 0.10% | 0.10% |
| Prefer not to say | 0.50% | 0.50% | 0.30% |
| No answer | 0.10% | 0.01% | 0.00% |
| Total | 100.00% | 100.00% | 100.00% |

Discussion

The gender identity of NHS staff is potentially captured in the (other" category and possibly in the "prefer not to say" option. In terms of the "other" category, there is a straight line correlation between applicants, shortlisted and appointed. In terms of the "prefer not to say category, the numbers appointed drop off having been equal for applicants and shortlisted candidates.

Questions

- What gender identity options are available in JobTrain and how quickly can they be changed to reflect any changes to the Gender Recognition Act

6 (c) Development

Data relating to appraisal and band movement has been used to track staff development.

Appraisal

The table below shows a breakdown by gender reassignment of the staff who completed appraisals in 2021.

| Gender Reassignment | No appraisal in last 12 months | Yes appraisal in last 12 months |
|----------------------------|---------------------------------------|--|
| Don't Know | 73.1% | 26.9% |
| No | 75.9% | 24.1% |
| Prefer not to say | 71.5% | 28.5% |
| Yes | 57.1% | 42.9% |
| Grand Total | 74.6% | 25.4% |

Discussion

The percentages in the table above show that staff who are not transgender had a slightly lower percentage rate for having completed an appraisal during 2021 than the average rate reported. The percentage of transgender staff who completed appraisals in 2021 was significantly higher than the average percentage. Given the small number of staff who have shared information about their gender identity, the percentage figure shown is likely to have been influenced by the greater impact resulting from a transgender member of staff having completed an appraisal or not.

Movement between job bands

The table below excludes Bank Staff and shows movement between job bands during the calendar year of 2021. The movement between job bands includes promotion, temporary increased part-time hours at a higher grade or temporary arrangements to cover higher duties. Current data capture does not allow for the single reporting on data relating to promotion.

| Gender reassignment | Went down a grade during year | No change | Went up a grade during year |
|---------------------|-------------------------------|--------------|-----------------------------|
| Don't Know | 2.1% | 94.1% | 3.8% |
| No | 4.9% | 87.9% | 7.2% |
| Prefer not to say | 3.1% | 91.9% | 5.0% |
| Yes | 0.0% | 100.0% | 0.0% |
| Grand Total | 3.8% | 90.4% | 5.8% |

Discussion

Transgender staff showed no change in job bands during 2021. Staff that were not transgender had both the highest percentage decrease and increase in bands. Staff that preferred not to say had percentage rates for both closest to the average percentage rates.

6 (d) Staff Retention and Turnover

The data below shows a comparison between NHS Tayside staff present throughout the calendar year of 2021 excluding bank staff. The difference in the year-end totals reflects the number of staff employed on the particular days used for comparison.

| Gender reassignment | There 31/12/2020 | Still there 31/12/2021 | Percentage |
|---------------------|------------------|------------------------|--------------|
| Don't Know | 4538 | 4104 | 90.4% |
| No | 7698 | 7064 | 91.8% |
| Prefer not to say | 1103 | 1022 | 92.7% |
| Yes | 8 | 7 | 87.5% |
| Grand Total | 13347 | 12197 | 91.4% |

Discussion

Staff who said they were not transgender or preferred not to say were more likely to be in post at the end of the calendar year of 2021. Staff that said they were transgender were slightly less likely to be in post at the end of the calendar year as were staff that didn't know about their transgender status. This is possibly due to the limitations of choice in the NHS Tayside Equal Opportunities Monitoring Form.

Questions

- What can be done to reduce don't know and prefer not to say responses to improve the quality of data relating to the retention of transgender staff?
- Can options in employee systems and equal opportunities monitoring forms be made more flexible to take in to account staff gender identities?

7 Marriage or Civil Partnership

7 (a) Workforce Composition

NHS Tayside and Local Population Headcount Comparison by Marriage or Civil Partnership.

| Marital Status | Census 2011 Tayside Headcount | Percentage | NHS Tayside Headcount 2021 | Percentage |
|------------------------------------|--------------------------------------|-------------------|-----------------------------------|-------------------|
| Civil Partnership | 0 | 0.00% | 105 | 0.75% |
| Dissolved Civil Partnership | 0 | 0.00% | <5 | 0.01% |
| Divorced | 29973 | 8.80% | 732 | 5.25% |
| Married | 155997 | 45.80% | 7357 | 52.79% |
| Separated | 10559 | 3.10% | 0 | 0.00% |
| Single | 116487 | 34.20% | 5664 | 40.64% |
| Widowed | 27589 | 8.10% | 76 | 0.55% |
| Grand Total | 340605 | 100.00% | 13936 | 100.00% |

Discussion

The age of the 2011 Census data makes any comparison with the marriage or civil partnership data difficult. Since the 2011 Census was conducted legislation has changed firstly to permit civil partnerships and secondly to legislate for same sex marriages.

The 2022 Census data will provide a much better comparison tool in order to show any differences in demographic patterns.

Comparison with NHS Tayside data year on year will provide more robust data on any emerging trends. Generally, it can be seen from the table above, NHS Tayside has a higher marriage rate and more single staff than the general population. The divorce rate for NHS Tayside is lower than the general population. The number of widows in NHS Tayside is significantly less, however, this can be explained by the NHS Tayside data having lower percentages of older people than the Census data.

The table below compares the NHS Tayside headcount by marriage or civil partnership for the calendar years of 2020 and 2021.

| Marital Status | Headcount 2020 | Percentage | Headcount 2021 | Percentage | Variance |
|------------------------------------|-----------------------|-------------------|-----------------------|-------------------|-----------------|
| Civil Partnership | 68 | 0.52% | 105 | 0.75% | 0.23% |
| Dissolved Civil Partnership | <5 | 0.01% | <5 | 0.01% | 0.00% |
| Divorced | 696 | 5.27% | 732 | 5.25% | -0.02% |
| Married | 7235 | 54.81% | 7357 | 52.79% | -2.02% |
| Single | 5123 | 38.81% | 5664 | 40.64% | 1.13% |
| Widowed | 78 | 0.59% | 76 | 0.55% | -0.04% |
| Grand Total | 13201 | 100.00% | 13936 | 100.00% | |

Discussion

The number of Civil Partnerships has significantly increased between 2020 (68) to 105 in 2021. The biggest decline has been the marriage category at -2.02% the biggest increase has been seen in single status with all other categories broadly staying the same?

7 (c) Development (unavailable data)

7 (d) Retention (unavailable data)

8. Pregnancy and Maternity

(d) Retention

The information below is taken from eESS and relates to staff who immediately left or returned after maternity leave during the calendar year of 2021. A further number of staff <5 left a few months after returning from maternity leave.

| Left after maternity leave | Returned to work after maternity leave |
|----------------------------|--|
| <5 | 268 |

Discussion

The low number of staff leaving immediately after the end of their maternity leave suggests staff are being sufficiently supported to be able to return to work.

Question

Is it possible to explore the data to see if there is a change between full and part-time working for returning members of staff from maternity leave?

9. Race

9 (a) Workforce composition

The table below compares the 2011 Census with NHS Tayside Headcount for the calendar years of 2019 to 2021.

| Ethnicity | Census 2011 Tayside Headcount | Percentage | NHS Tayside Headcount 2019 | Percentage | NHS Tayside Headcount 2020 | Percentage | NHS Tayside Headcount 2021 | Percentage |
|---------------------------------------|--------------------------------------|-------------------|-----------------------------------|-------------------|-----------------------------------|-------------------|-----------------------------------|-------------------|
| Black - Other | 1232 | 0.41% | 14 | 0.11% | 54 | 0.41% | 72 | 0.52% |
| Asian - Other | 6736 | 2.22% | 58 | 0.46% | 254 | 1.92% | 298 | 2.14% |
| Caribbean or Black - Other | 410 | 0.13% | <5 | 0.03% | 11 | 0.08% | 13 | 0.09% |
| Don't Know | 0 | 0.00% | 1438 | 11.30% | 1099 | 8.33% | 1119 | 8.03% |
| Mixed or Multiple Ethnic Group | 771 | 0.25% | 47 | 0.37% | 48 | 0.36% | 66 | 0.47% |
| Other Ethnic - Other | 952 | 0.31% | 17 | 0.13% | 36 | 0.27% | 39 | 0.28% |
| Prefer not to say | 0 | 0.00% | 828 | 6.51% | 758 | 5.74% | 708 | 5.08% |
| White - Gypsy Traveller | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | <5 | 0.01% |
| White - Irish | 2624 | 0.86% | 158 | 1.24% | 174 | 1.32% | 198 | 1.42% |
| White - Other | 7453 | 2.45% | 251 | 1.97% | 291 | 2.20% | 330 | 2.37% |
| White - Other British | 27156 | 8.94% | 1005 | 7.90% | 1024 | 7.76% | 1108 | 7.95% |
| White - Polish | 4259 | 1.40% | 60 | 0.47% | 83 | 0.63% | 113 | 0.81% |
| White - Scottish | 252212 | 83.02% | 8846 | 69.51% | 9253 | 70.09% | 9871 | 70.83% |
| No Answer | 0 | 0.00% | 0 | 0.00% | 116 | 0.88% | 0 | 0.00% |
| Grand Total | 303805 | 99.99% | 12726 | 100.00% | 13201 | 99.99% | 13936 | 100.00% |

Discussion

The Black and Asian NHS Tayside ethnicity categories were merged in order to align with the 2011 Census categories. The 2022 Census will provide more up-to-date comparison figures representative of the population served by NHS Tayside.

Between 2019 and 2021, all of the percentages in the Black, Asian and Minority Ethnic categories have increased. This may have arisen due to the reduction in the “Don’t Know” and “prefer Not to Say” categories. The number of “White – other” dipped slightly in 2020 and rose again in 2021 to slightly above the 2019 figure. This combined with the number of “White – Polish” steadily increasing indicates that Britain’s Exit from the European Union has not significantly impacted on staff composition.

9 (b) Recruitment

The table below covers NHS Tayside recruitment for the calendar years of 2020 and 2021. The number of applicants, candidates shortlisted and appointed are shown as percentages.

| Ethnic Group | 2020 Applied | 2020 Shortlisted | 2020 Appointed | 2021 Applied | 2021 Shortlisted | 2021 Appointed |
|--|---------------------|-------------------------|-----------------------|---------------------|-------------------------|-----------------------|
| African - African, African Scottish or African British | 2.31% | 1.31% | 0.99% | 4.40% | 2.00% | 1.30% |
| African – Other | 0.66% | 0.26% | 0.26% | 3.10% | 1.00% | 1.00% |
| Asian - Bangladeshi, Bangladeshi Scottish or Bangladeshi British | 0.97% | 0.81% | 0.47% | 0.60% | 0.50% | 0.30% |
| Asian - Chinese, Chinese Scottish or Chinese British | 0.26% | 0.25% | 0.26% | 0.60% | 0.50% | 0.70% |
| Asian - Indian, Indian Scottish or Indian British | 1.69% | 0.91% | 0.67% | 3.00% | 1.80% | 1.10% |
| Asian – Other | 1.53% | 1.34% | 1.04% | 1.80% | 1.30% | 1.20% |
| Asian - Pakistani, Pakistani Scottish or Pakistani British | 1.98% | 1.46% | 0.99% | 2.60% | 1.30% | 1.30% |
| Caribbean or Black - Caribbean, Caribbean Scottish or Caribbean British | 0.08% | 0.03% | 0.00% | 0.10% | 0.10% | 0.04% |
| Caribbean or Black – Other | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |

| | | | | | | |
|---|---------------|----------------|---------------|----------------|---------------|---------------|
| Mixed or Multiple Ethnic Group | 1.29% | 1.15% | 1.08% | 1.20% | 0.08% | 0.08% |
| Other Ethnic Group - Arab, Arab Scottish or Arab British | 0.00% | 0.00% | 0.00% | 6.00% | 4.30% | 4.30% |
| Other Ethnic Group - Other | 0.77% | 0.38% | 0.41% | 0.90% | 0.40% | 0.30% |
| Prefer not to say | 1.31% | 0.99% | 0.57% | 1.10% | 1.10% | 0.70% |
| White - Gypsy Traveller | 0.01% | 0.00% | 0.00% | 0.01% | 0.00% | 0.00% |
| White – Irish | 0.90% | 1.50% | 2.02% | 1.00% | 1.40% | 2.30% |
| White – Other | 10.26% | 8.99% | 7.00% | 3.00% | 3.20% | 1.90% |
| White - Other British | 7.99% | 9.91% | 9.39% | 6.90% | 8.80% | 8.70% |
| White – Polish | 0.00% | 0.00% | 0.00% | 0.80% | 0.90% | 0.70% |
| White – Scottish | 67.98% | 70.79% | 74.84% | 62.90% | 70.50% | 73.30% |
| No answer | 0.00% | 0.00% | 0.00% | 0.01% | 0.00% | 0.00% |
| Grand Total | 99.99% | 100.08% | 99.99% | 100.00% | 99.20% | 99.30% |

Discussion

Some of the ethnicity categories varied between the two years being compared. In 2020 “White – Other” included the separate 2021 category of “White – Polish” and in 2020 “Other Ethnic Group – Other” also contained “Other Ethnic Group – Arab, Arab Scottish or Arab British”.

In most of the Black, Asian and Minority Ethnic categories, with a few exceptions, applicants were appointed roughly between around 33% and 50% of the time.

For two years running, the number of White – Irish staff appointed was around double the percentage applying. For the categories of “White – Other” and White – Polish” the percentage shortlisted rose slightly from the percentage of applicants and then fell slightly for “white – Polish” and more significantly for “White – Other”.

Both years saw higher percentages of “White – Other British” and “White – Scottish” candidates being appointed than applied.

Questions

- The 2021 recruitment figures highlight that increasing numbers of applicants from a diverse background are applying to NHS Tayside, however, this is not yet resulting in increased percentages of staff from a BAME background being appointed – what further work should be progressed to improve upon diversity in recruitment?
- How could the NHS Tayside BAME Network assist with improving diversity in recruitment?

- What use has been made of the National Ethnic Minorities Recruitment Toolkit?

9 (c) Development

Data relating to appraisal and band movement has been used to track staff development.

Appraisal

The table below shows a breakdown by ethnicity of the staff who completed appraisals in 2021.

Information relating to appraisal has been extracted from Turas. The information excludes Bank staff and not all staff, including medical staff use Turas for appraisals.

| Ethnicity | No appraisal in last 12 months | Yes appraisal in last 12 months |
|--|---------------------------------------|--|
| African - African, African Scottish or African British | 75.0% | 25.0% |
| African - Other | 66.7% | 33.3% |
| Asian - Bangladeshi, Bangladeshi Scottish or Bangladeshi British | 66.7% | 33.3% |
| Asian - Chinese, Chinese Scottish or Chinese British | 83.3% | 16.7% |
| Asian - Indian, Indian Scottish or Indian British | 75.0% | 25.0% |
| Asian - Other | 72.7% | 27.3% |
| Asian - Pakistani, Pakistani Scottish or Pakistani British | 63.3% | 36.7% |
| Caribbean or Black - Black, Black Scottish or Black British | 50.0% | 50.0% |
| Caribbean or Black - Caribbean, Caribbean Scottish or Caribbean British | 66.7% | 33.3% |
| Caribbean or Black – Other | 100.0% | 0.0% |
| Don't Know | 75.1% | 24.9% |
| Mixed or Multiple Ethnic Group | 62.2% | 37.8% |
| Other Ethnic Group - Arab, Arab Scottish or Arab British | 66.7% | 33.3% |
| Other Ethnic Group – Other | 92.3% | 7.7% |
| Prefer not to say | 76.9% | 23.1% |
| White – Irish | 70.0% | 30.0% |

| | | |
|------------------------------|-------|-------|
| White – Other | 71.0% | 29.0% |
| White - Other British | 70.8% | 29.2% |
| White – Polish | 82.1% | 17.9% |
| White – Scottish | 74.9% | 25.1% |
| Grand Total | 74.6% | 25.4% |

Discussion

All of the ethnic groups who completed appraisals showed variations in the percentages that did and did not undertake an appraisal. Some of the variance might be explained by the impact a small number of staff members from a specific ethnic background might have on the percentage figure depending on whether they did or did not complete an appraisal.

Movement between job bands

The table below excludes Bank Staff and shows movement between job bands during the calendar year of 2021. The movement between job bands includes promotion, temporary increased part-time hours at a higher grade or temporary arrangements to cover higher duties. Current data capture does not allow for the single reporting on data relating to promotion.

| Ethnicity | Went down a grade during year | No change | Went up a grade during year |
|--|--------------------------------------|------------------|------------------------------------|
| African - African, African Scottish or African British | 3.2% | 96.8% | 0.0% |
| African – Other | 14.3% | 64.3% | 21.4% |
| Asian - Bangladeshi, Bangladeshi Scottish or Bangladeshi British | 0.0% | 100.0% | 0.0% |
| Asian - Chinese, Chinese Scottish or Chinese British | 5.9% | 88.2% | 5.9% |
| Asian - Indian, Indian Scottish or Indian British | 1.3% | 96.2% | 2.5% |
| Asian – Other | 1.6% | 96.8% | 1.6% |
| Asian - Pakistani, Pakistani Scottish or Pakistani British | 0.0% | 90.7% | 9.3% |
| Caribbean or Black - Black, Black Scottish or Black British | 0.0% | 100.0% | 0.0% |
| Caribbean or Black - Caribbean, Caribbean Scottish or Caribbean British | 0.0% | 100.0% | 0.0% |
| Caribbean or Black – Other | 0.0% | 100.0% | 0.0% |
| Don't Know | 1.7% | 94.9% | 3.4% |
| Mixed or Multiple Ethnic Group | 6.7% | 84.4% | 8.9% |
| Other Ethnic Group - Arab, Arab Scottish or Arab British | 0.0% | 90.9% | 9.1% |

| | | | |
|-----------------------------------|------|-------|------|
| Other Ethnic Group – Other | 5.9% | 88.2% | 5.9% |
| Prefer not to say | 4.4% | 91.6% | 4.0% |
| White – Irish | 3.9% | 86.9% | 9.2% |
| White – Other | 3.8% | 92.0% | 4.2% |
| White - Other British | 2.8% | 91.2% | 6.0% |
| White – Polish | 1.3% | 94.9% | 3.8% |
| White – Scottish | 4.2% | 89.5% | 6.3% |
| Grand Total | 3.8% | 90.4% | 5.8% |

Discussion

The Caribbean ethnic group showed no band change during the calendar year of 2021. All the other ethnic groups showed different levels of variation within the broader groups. Some of this is explained by the impact of small numbers of staff impacting on the percentages, however, some of the groups were less influenced by the effect small numbers have on percentages.

Question

- What is causing the fluctuations within and between the ethnic groups?

9 (d) Retention

The data below shows a comparison between NHS Tayside staff present throughout the calendar year of 2021 excluding bank staff. The difference in the year-end totals reflects the number of staff employed on the particular days used for comparison.

| Ethnicity | There 31/12/2020 | Still there 31/12/2021 | Percentage |
|---|-----------------------------|-----------------------------------|-------------------|
| African - African, African Scottish or African British | 37 | 31 | 83.8% |
| African - Other | 16 | 14 | 87.5% |
| Asian - Bangladeshi, Bangladeshi Scottish or Bangladeshi British | 15 | 14 | 93.3% |
| Asian - Chinese, Chinese Scottish or Chinese British | 24 | 17 | 70.8% |
| Asian - Indian, Indian Scottish or Indian British | 89 | 79 | 88.8% |
| Asian - Other | 74 | 62 | 83.8% |
| Asian - Pakistani, Pakistani Scottish or Pakistani British | 56 | 43 | 76.8% |
| Caribbean or Black - Black, Black Scottish or Black British | <5 | <5 | 100.0% |
| Caribbean or Black - Caribbean, Caribbean Scottish or Caribbean | <5 | <5 | 100.0% |

| | | | |
|---|-------|-------|-------|
| British | | | |
| Caribbean or Black - Other | <5 | <5 | 75.0% |
| Don't Know | 1246 | 1099 | 88.2% |
| Mixed or Multiple Ethnic Group | 51 | 45 | 88.2% |
| Other Ethnic Group - Arab, Arab Scottish or Arab British | 15 | 11 | 73.3% |
| Other Ethnic Group - Other | 19 | 17 | 89.5% |
| Prefer not to say | 768 | 704 | 91.7% |
| White - Gypsy Traveller | <5 | 0 | 0.0% |
| White - Irish | 177 | 153 | 86.4% |
| White - Other | 294 | 262 | 89.1% |
| White - Other British | 1031 | 943 | 91.5% |
| White - Polish | 84 | 78 | 92.9% |
| White - Scottish | 9339 | 8615 | 92.2% |
| Grand Total | 13347 | 12197 | 91.4% |

Discussion

The comparison between head count at the beginning of 2021 and the end of 2021 highlights the change in headcount small numbers of staff have on overall percentages. All of the minority ethnic categories with the exception of Asian – Bangladeshi, Bangladeshi Scottish or Bangladeshi British and the Caribbean ethnicity group all had lower levels of retention compared to the average retention percentage. All the white categories had a higher level of retention with the exception of White – Gypsy Traveller, White – Irish and White –Other.

Question

- What additional data is required to try and understand why there are variations in retention levels?

10. Religion or Belief

10 (a) Workforce Composition

The table below compares the 2011 Census with NHS Tayside Religion or Belief data for the calendar years of 2020 and 2021.

| Religion | Census 2011 Tayside Headcount | Percentage | NHS Tayside Headcount 2020 | Percentage | NHS Tayside Headcount 2021 | Percentage |
|---------------------------|-------------------------------|----------------|----------------------------|----------------|----------------------------|----------------|
| Buddhist | 0 | 0.00% | 33 | 0.25% | 40 | 0.29% |
| Christian - Other | 23763 | 5.80% | 797 | 6.04% | 897 | 6.44% |
| Church of Scotland | 140940 | 34.40% | 3194 | 24.20% | 3170 | 22.75% |
| Don't Know | 0 | 0.00% | 1204 | 9.12% | 1255 | 9.01% |
| Hindu | 0 | 0.00% | 78 | 0.59% | 79 | 0.57% |
| Jewish | 0 | 0.00% | 8 | 0.06% | 9 | 0.06% |
| Muslim | 4917 | 1.20% | 109 | 0.83% | 123 | 0.88% |
| No Religion | 161016 | 39.30% | 4825 | 36.55% | 5488 | 39.38% |
| Other | 3687 | 0.90% | 166 | 1.26% | 170 | 1.22% |
| Prefer not to say | 0 | 0.00% | 1121 | 8.49% | 1081 | 7.76% |
| Roman Catholic | 47936 | 11.70% | 1515 | 11.48% | 1610 | 11.55% |
| Sikh | 0 | 0.00% | 14 | 0.11% | 14 | 0.10% |
| No Answer | 27860 | 6.80% | 137 | 1.04% | 0 | 0.00% |
| Grand Total | 410119 | 100.00% | 13201 | 100.00% | 13936 | 100.00% |

Discussion

The 2011 Census data shows some variance with the NHS Tayside 2020 and 2021 figures. The extent of the variance will be more robustly measured using the more up-to-date 2022 Census which will provide a better local population data comparison.

In terms of the two years covered by the NHS data, a number of religion categories stayed broadly the same. Some categories including "Buddhist", "Christian – Other" and "No Religion had slight to modest increases. There was a slight reduction in "prefer Not to Say" and "Don't Know". Church of Scotland also saw a slight percentage decline.

10 (b) Recruitment

The table below shows a comparison between 2020 and 2021 recruitment data.

| Religion or Belief | 2020 Applied | 2020 Shortlisted | 2020 Appointed | 2021 Applied | 2021 Shortlisted | 2021 Appointed |
|---------------------------|----------------|------------------|----------------|----------------|------------------|----------------|
| Buddhist | 0.38% | 0.47% | 0.41% | 0.50% | 0.40% | 0.40% |
| Christian - Other | 7.66% | 7.70% | 7.00% | 12.70% | 9.90% | 9.30% |
| Church of Scotland | 11.40% | 13.87% | 14.89% | 10.00% | 13.10% | 13.60% |
| Don't Know | 0.00% | 0.00% | 0.00% | 0.70% | 0.80% | 0.70% |
| Hindu | 1.09% | 0.52% | 0.26% | 1.70% | 0.90% | 0.60% |
| Jewish | 0.11% | 0.05% | 0.10% | 0.04% | 0.10% | 0.10% |
| Muslim | 4.64% | 2.87% | 1.76% | 6.00% | 2.90% | 2.30% |
| No Religion | 59.64% | 58.04% | 60.06% | 53.80% | 56.50% | 58.60% |
| Other | 1.22% | 1.14% | 0.93% | 1.20% | 1.30% | 1.20% |
| Prefer not to say | 3.80% | 4.03% | 3.16% | 3.20% | 3.40% | 3.20% |
| Roman Catholic | 9.93% | 11.27% | 11.36% | 10.00% | 10.70% | 10.10% |
| Sikh | 0.13% | 0.05% | 0.05% | 0.10% | 0.10% | 0.040% |
| No Answer | 0.00% | 0.00% | 0.00% | 0.10% | 0.01% | 0.00% |
| Grand Total | 100.00% | 100.01% | 99.98% | 100.00% | 100.00% | 100.00% |

Discussion

During 2020 and 2021 the religious categories of “Jewish”, “Muslim” and “Sikh” have decreased significantly from application to appointment. The percentage of applicants from the “Church of Scotland” category have significantly increased in terms of the percentages appointed in both years.

The category of “No Religion” was relatively flat between application and appointment in 2020. In 2021 there is a significant variation from application to appointment. The “Roman Catholic” category showed an upward trend in 2020 but in 2021, has gone up from application and down from shortlisting to appointment.

Questions

- Why are some religious categories performing better than others?
- Are changes in religion or belief in the local population having an impact on the protected characteristics of applicants?
- Do any changes need to be made to the NHS Tayside Mainstreaming Equality Outcomes Report 2021-2025 Action Plan in response to the above data?

10 (c) Development

Data relating to appraisal and band movement has been used to track staff development.

Appraisal

The table below shows a breakdown by Religion or Belief of the staff who completed appraisals in 2021.

Information relating to appraisal has been extracted from Turas. The information excludes Bank staff and not all staff, including medical staff use Turas for appraisals.

| Religion or Belief | No appraisal in last 12 months | Yes appraisal in last 12 months |
|---------------------------|---------------------------------------|--|
| Buddhist | 85.2% | 14.8% |
| Christian - Other | 71.5% | 28.5% |
| Church of Scotland | 71.8% | 28.2% |
| Don't Know | 74.5% | 25.5% |
| Hindu | 81.5% | 18.5% |
| Jewish | 100.0% | 0.0% |
| Muslim | 69.1% | 30.9% |
| No Religion | 75.9% | 24.1% |
| Other | 69.6% | 30.4% |
| Prefer not to say | 75.3% | 24.7% |
| Roman Catholic | 77.4% | 22.6% |
| Sikh | 63.6% | 36.4% |
| Grand Total | 74.6% | 25.4% |

Discussion

No Jewish staff members completed an appraisal during 2021. Staff who are Buddhist or Hindu had a lower completion rate than the average rate. A number of staff from a variety of religions were closer to the average percentage rate. Staff who are Muslim, who reported their religion as Other and staff who are Sikh had higher than average percentage rates of completion.

Movement between job bands

The table below excludes Bank Staff and shows movement between job bands during the calendar year of 2021. The movement between job bands includes promotion, temporary increased part-time hours at a higher grade or temporary arrangements to cover higher duties. Current data capture does not allow for the single reporting on data relating to promotion.

| Religion or Belief | Went down a grade during year | No change | Went up a grade during year |
|---------------------------|--------------------------------------|------------------|------------------------------------|
| Buddhist | 10.0% | 80.0% | 10.0% |
| Christian - Other | 3.9% | 90.8% | 5.4% |
| Church of Scotland | 3.6% | 90.8% | 5.6% |
| Don't Know | 1.6% | 95.1% | 3.3% |
| Hindu | 2.9% | 92.8% | 4.3% |
| Jewish | 14.3% | 85.7% | 0.0% |
| Muslim | 1.2% | 93.0% | 5.8% |
| No Religion | 4.2% | 88.7% | 7.1% |
| Other | 2.7% | 89.8% | 7.5% |
| Prefer not to say | 4.9% | 91.0% | 4.1% |
| Roman Catholic | 4.2% | 89.7% | 6.0% |
| Sikh | 0.0% | 100.0% | 0.0% |
| Grand Total | 3.8% | 90.4% | 5.8% |

Discussion

In 2021, Sikh was the only religion with no movement in job bands. Jewish staff showed that there had been some reduction in job bands whilst showing no band increases. Buddhist staff saw the biggest percentage rate for both band reductions and band increases. This is likely to have occurred due to the impact small staff number changes have on percentages.

Questions

- The two tables above indicate that appraisal for some religions doesn't have a strong link to possible promotion, either permanent or temporary, therefore, what other factors influence staff development?
- What additional information should be sourced to explain trends in job development and how any gaps can be identified and resolved?

10 (d) Retention

The data below shows a comparison between NHS Tayside staff present throughout the calendar year of 2021 excluding bank staff. The difference in the year-end totals reflects the number of staff employed on the particular days used for comparison.

| Religion or Belief | There 31/12/2020 | Still there 31/12/2021 | Percentage |
|---------------------------|-------------------------|-------------------------------|-------------------|
| Buddhist | 35 | 30 | 85.7% |
| Christian - Other | 803 | 727 | 90.5% |
| Church of Scotland | 3219 | 2952 | 91.7% |
| Don't Know | 1372 | 1215 | 88.6% |
| Hindu | 80 | 69 | 86.3% |
| Jewish | 7 | 7 | 100.0% |
| Muslim | 111 | 86 | 77.5% |
| No Religion | 4866 | 4505 | 92.6% |
| Other | 167 | 147 | 88.0% |
| Prefer not to say | 1133 | 1035 | 91.4% |
| Roman Catholic | 1539 | 1412 | 91.7% |
| Sikh | 15 | 12 | 80.0% |
| Grand Total | 13347 | 12197 | 91.4% |

Discussion

Staff who's religion was Buddhist, Hindu, Muslim or Sikh had a lower rate of retention than the average rate. Jewish was the only religion with a percentage of 100% retention. The categories of don't know and other were slightly lower than the average retention percentage rate, with the remainder being around or slightly above the average percentage rate.

Question

- What additional information is required to explain why some religions have higher retention rates than others?

11. Sex

11 (a) Workforce Composition

The table below compares the 2011 Census local population data for Tayside with NHS Tayside headcount for the protected characteristic of Sex.

| Sex | Census 2011 Tayside Headcount | Percentage | NHS Tayside Headcount 2019 | Percentage | NHS Tayside Headcount 2020 | Percentage | NHS Tayside Headcount 2021 | Percentage |
|--------------------|-------------------------------|----------------|----------------------------|----------------|----------------------------|----------------|----------------------------|----------------|
| Female | 211410 | 51.60% | 10235 | 80.43% | 10716 | 80.29% | 111385 | 80.26% |
| Male | 198299 | 48.40% | 2491 | 19.57% | 2631 | 19.71% | 2751 | 19.74% |
| Grand Total | 409709 | 100.00% | 12726 | 100.00% | 13347 | 100.00% | 13936 | 100.00% |

Discussion

The 2011 Census data shows that the percentage of female staff in NHS Tayside is disproportionately higher than the local Tayside population data. The 2022 Census will give a more accurate representation, however, the extent of the gap is unlikely to have changed significantly.

Since 2019 the percentage variance between female and male staff has reduced slightly in 2020 with the reduction continuing in 2021 albeit at a slower pace.

11 (b) Recruitment

The table below shows a comparison between 2020 and 2021 recruitment data for the protected characteristic of Sex.

| Sex | 2020 Applied | 2020 Shortlisted | 2020 Appointed | 2021 Applied | 2021 Shortlisted | 2021 Appointed |
|--------------------------|---------------|------------------|----------------|----------------|------------------|----------------|
| Female | 71.62% | 76.58% | 79.25% | 70.10% | 77.70% | 82.00% |
| Male | 27.74% | 22.89% | 20.59% | 29.20% | 21.70% | 17.50% |
| Other | 0.12% | 0.03% | 0.00% | 0.10% | 0.10% | 0.10% |
| Prefer not to say | 0.51% | 0.50% | 0.16% | 0.50% | 0.50% | 0.30% |
| No Answer | 0.00% | 0.00% | 0.00% | 0.10% | 0.01% | 0.00% |
| Grand Total | 99.99% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |

Discussion

The table above shows that both in 2020 and 2021 female applicants favoured much more positively through the recruitment process than male candidates. There is a direct correlation between the increased numbers of females appointed from application in contrast to the reduction in male candidates who were appointed from application.

Questions

- Are there any additional actions that need to be added to the NHS Tayside Mainstreaming Equality Outcomes Report 2021-2025 Action Plan to support the recruitment of more male staff members?
- Are there any potential partnership opportunities between NHS Tayside and professional bodies in order to recruit more males in to certain professions such as nursing?
- Do other local, national and international employment opportunities make it harder to employ more equal numbers of female and male staff?

11 (c) Development

Data relating to appraisal and band movement has been used to track staff development.

Appraisal

The table below shows a breakdown by Sex of the staff who completed appraisals in 2021.

Information relating to appraisal has been extracted from Turas. The information excludes Bank staff and not all staff, including medical staff use Turas for appraisals.

| Sex | No appraisal in last 12 months | Yes appraisal in last 12 months |
|--------------------|---------------------------------------|--|
| Female | 73.5% | 26.5% |
| Male | 79.6% | 20.4% |
| Grand Total | 74.6% | 25.4% |

Discussion

The table above shows there was around 6% of a difference between the percentages of female and male staff who completed appraisals in 2021.

Movement between job bands

The table below excludes Bank Staff and shows movement between job bands during the calendar year of 2021. The movement between job bands includes promotion, temporary increased part-time hours at a higher grade or temporary arrangements to cover higher duties. Current data capture does not allow for the single reporting on data relating to promotion.

| Sex | Went down a grade during year | No change | Went up a grade during year |
|--------------------|-------------------------------|-----------|-----------------------------|
| Female | 4.2% | 89.6% | 6.1% |
| Male | 2.0% | 93.4% | 4.6% |
| Grand Total | 3.8% | 90.4% | 5.8% |

Discussion

The table above shows that female staff had a higher band reduction rate than male staff in 2021. Female staff had a higher rate of band increases than male staff. However the percentage rate difference in the variance between band decreases and band increases between female staff was 2.2% for band reductions and 1.5% for band increases. This creates an overall negative rate of -0.7% variance for female staff.

Question

- What impact does the data relating to band movement have on the gender pay gap, if any?

11 (d) Retention

The data below shows a comparison between NHS Tayside staff present throughout the calendar year of 2021, excluding bank staff. The difference in the year-end totals reflects the number of staff employed on the particular days used for comparison.

| Sex | There 31/12/2020 | Still there 31/12/2021 | Percentage |
|--------------------|------------------|------------------------|------------|
| Female | 10715 | 9839 | 91.8% |
| Male | 2631 | 2358 | 89.6% |
| Unknown | <5 | <5 | 0.0% |
| Grand Total | 13347 | 12197 | 91.4% |

Discussion

The retention rate for female staff was slightly higher than it was for male staff in 2021.

Questions

- Why are slightly more male staff members leaving NHS Tayside?
- The NHS Tayside female to male staff ratio is around 4-1, what steps can be made to increase the number of male staff members?

12. Sexual Orientation

12 (a) Workforce Composition

The table below compares NHS Tayside's headcount data with the local Tayside population data for the protected characteristic of sexual orientation with the Scottish Surveys Core Questions (SSCQ). The SSCQ data is more recent, however, it uses weighted responses that are less reliable than Census data which was unavailable for comparison.

| Sexual Orientation | SSCQ 2019 Tayside Headcount | Percentage | NHS Tayside Headcount 2020 | Percentage | NHS Tayside Headcount 2021 | Percentage |
|---------------------------|------------------------------------|-------------------|-----------------------------------|-------------------|-----------------------------------|-------------------|
| Bisexual | 0 | 0.00% | 123 | 0.93% | 147 | 1.05% |
| Don't Know | 0 | 0.00% | 2315 | 17.54% | 2359 | 16.93% |
| Gay | 0 | 0.00% | 82 | 0.62% | 78 | 0.56% |
| Gay/ Lesbian | 0 | 0.00% | 0 | 0.00% | 28 | 0.20% |
| Heterosexual | 331800 | 94.80% | 8875 | 67.23% | 9775 | 70.14% |
| Lesbian | 0 | 0.00% | 56 | 0.42% | 56 | 0.40% |
| Other | 8050 | 2.30% | 43 | 0.33% | 53 | 0.38% |
| Prefer not to say | 0 | 0.00% | 1515 | 11.48% | 1440 | 10.33% |
| No Answer | 0 | 0.00% | 192 | 1.45% | 0 | 0.00% |
| Grand Total | 339850 | 97.10% | 13201 | 100.00% | 13936 | 100.00% |

Discussion

The information contained in the SSCQ 2019 data only covers the categories of "heterosexual" and "Other" with no explanation as to what the "other" category covers. The Survey estimates that 2.3% of the Tayside population is not heterosexual.

In 2020 the NHS Tayside percentage for sexual orientation categories excluding heterosexual matched the SSCQ figure of 2.3% in 2021 the comparable percentage was slightly up at 2.59%

Questions

- What can be done to further reduce the percentages in the categories of “don’t know” and “prefer not to say”?
- Are the increased percentages in non-heterosexual categories and the reductions in the “don’t know” and “prefer not to say” evidence of the valuable impact the LGBTQ+ Employee Network, EqualITAY is having on encouraging staff to share information about their sexual orientation?

12 (b) Recruitment

The table below covers NHS Tayside recruitment for the calendar year of 2021. The number of applicants, candidates shortlisted and appointed are shown as percentages.

| Sexual Orientation | Applied | Shortlisted | Appointed |
|---------------------------|----------------|--------------------|------------------|
| Bisexual | 2.60% | 1.80% | 2.10% |
| Don't Know | 0.20% | 0.10% | 0.10% |
| Gay/Lesbian | 2.50% | 2.80% | 2.50% |
| Heterosexual | 90.30% | 91.20% | 91.60% |
| Other | 0.80% | 0.60% | 0.70% |
| Prefer not to say | 3.50% | 3.40% | 2.90% |
| No answer | 0.10% | 0.00% | 0.00% |
| Grand Total | 100.00% | 100.00% | 100.00% |

Discussion

Comparing the Recruitment data with the Workforce Composition data (section 12 (a)), there is a significant reduction in the percentages of “don’t know” and “prefer not to say”.

The “heterosexual category saw a slight increase from application to shortlisting and another slight increase from shortlisting to appointment. Both the categories of “bisexual” and “other” showed a reduction in the percentage from application to shortlisting and then an increase in the percentage from shortlisting to appointment.

The category of “gay/lesbian” initially saw an increase in the percentage from application to shortlisting and the percentage appointed returned back to the original percentage applying. In terms of the “prefer not to say” category, the percentages applying and shortlisted were broadly similar and then the percentage appointed decreased.

Questions

- Why is the percentage of “don’t know” and “prefer not to say” categories for Recruitment much smaller than they are for Workforce Composition?

12 (c) Development

Data relating to appraisal and band movement has been used to track staff development.

Appraisal

The table below shows a breakdown by Sexual Orientation of the staff who completed appraisals in 2021.

Information relating to appraisal has been extracted from Turas. The information excludes Bank staff and not all staff, including medical staff use Turas for appraisals.

| Sexual Orientation | No appraisal in last 12 months | Yes appraisal in last 12 months |
|---------------------------|---------------------------------------|--|
| Bisexual | 81.3% | 18.7% |
| Don't Know | 73.9% | 26.1% |
| Gay | 76.6% | 23.4% |
| Heterosexual | 74.6% | 25.4% |
| Lesbian | 74.5% | 25.5% |
| Other | 77.5% | 22.5% |
| Prefer not to say | 74.9% | 25.1% |
| Grand Total | 74.6% | 25.4% |

Discussion

Staff who are bisexual had the lowest completion rates for appraisals. Staff covered by the other category had a slightly lower appraisal completion rate. Staff in the don't know category had the highest completion rate, with the remaining categories being around the average completion rate.

Movement between job bands

The table below excludes Bank Staff and shows movement between job bands during the calendar year of 2021. The movement between job bands includes promotion, temporary increased part-time hours at a higher grade or temporary arrangements to cover higher duties. Current data capture does not allow for the single reporting on data relating to promotion.

| Sexual Orientation | Went down a grade during year | No change | Went up a grade during year |
|---------------------------|--------------------------------------|------------------|------------------------------------|
| Bisexual | 5.5% | 87.3% | 7.3% |
| Don't Know | 2.2% | 94.0% | 3.8% |
| Gay | 8.5% | 76.1% | 15.5% |
| Heterosexual | 4.2% | 89.2% | 6.6% |
| Lesbian | 3.9% | 90.2% | 5.9% |
| Other | 2.4% | 90.2% | 7.3% |
| Prefer not to say | 4.0% | 91.9% | 4.1% |
| Grand Total | 3.8% | 90.4% | 5.8% |

Discussion

Staff who are bisexual or gay both saw a higher than average percentage of band reductions and band increases. Lesbian or heterosexual staff broadly stayed in line with the percentage averages for band increases and reductions. Staff Covered by the category of other, had a lower than average band reduction percentage and a higher than average band increase rate. Staff covered by the categories of don't know and prefer not to say both had a lower band reduction and band increase rate.

Questions

- What is causing the different band movement trends between different categories of sexual orientation?
- What additional data is required in order to provide evidence for development?

12 (d) Retention

The data below shows a comparison between NHS Tayside staff present throughout the calendar year of 2021 excluding bank staff. The difference in the year-end totals reflects the number of staff employed on the particular days used for comparison.

| Sexual Orientation | There 31/12/2020 | Still there 31/12/2021 | Percentage |
|---------------------------|-------------------------|-------------------------------|-------------------|
| Bisexual | 124 | 110 | 88.7% |
| Don't Know | 2548 | 2298 | 90.2% |
| Gay | 86 | 71 | 82.6% |
| Heterosexual | 8962 | 8235 | 91.9% |
| Lesbian | 54 | 51 | 94.4% |
| Other | 43 | 41 | 95.3% |
| Prefer not to say | 1530 | 1391 | 90.9% |
| Grand Total | 13347 | 12197 | 91.4% |

Discussion

Gay staff had the lowest retention rate. The retention rate for bisexual staff was the second lowest but closer to the average retention rate. The highest retention rates above the average rate were for lesbian staff and staff covered by the category of other.

Questions

- Why was the retention rate for gay staff lower than the average rate of retention?
- What is causing the differences in retention percentages between the different sexual orientation categories?

13. Conclusions and Next Steps

Some significant difficulties remain with having to work with different employee systems to extract data relating to the protected characteristics profile of the NHS Tayside workforce. The NHS Tayside Workforce Monitoring Report 2022 has managed to make more use of data and for the first year contains additional data covering recruitment, development and retention for most of the protected characteristics.

The use of different systems, means there is some differences in headcount and some percentages do not add up to 100%

The new approach to data reporting is now starting to see the benefit of having NHS Tayside data from previous years in order that comparisons and trends can be explored, particularly in terms of staff composition and recruitment.

Earlier preparation of the Workforce Monitoring Report means there is a greater opportunity to engage with staff with lived experience, with views/comments on the report having been sought from the four NHS Tayside Staff Networks. The Networks being, the Black and Minority Ethnic Network, Carers Network, Disability Equality Network and EqualiTAY Network (Lesbian, gay, bisexual and queer plus).

NHS Tayside now has a Mainstreaming Equality Outcomes Report Action Plan that integrates the NHS Tayside Equality Outcomes with Scottish Specific Duties reporting requirements. A number of questions have been raised throughout this report, mainly focusing on how better use of data can be made or asking how gaps can be addressed. The results of this approach will then assist with evaluating the progress of the NHS Tayside Equality outcomes and suggest if any additional steps need to be taken or new equality outcomes considered.

The Review of the Public Sector Equality Duty in Scotland has been timely and a number of the proposed changes are already beginning to take place in NHS Tayside.