

# **NHS National Services Scotland**

## **Equality Mainstream and Workforce Data Report**

**2015**

***Supporting Scotland's Health***

## Foreword

We aim to support Scotland's health, at the same time being responsive to the principles of equality and diversity, meeting the needs of the public and stakeholders who represent the diverse communities in Scotland.

We at NHS National Services Scotland (NSS) work at the heart of the health service.

We aim to deliver services that are always responsive to our stakeholders' requirements. In serving the public, donors, patients, NSS Boards and many other stakeholders and customers, we are guided by the principles of equality and diversity as laid out in legislation, and evidenced in our Equality Outcome Plan.

Equality and Diversity is about the recognition of difference in its broadest sense. It is about creating a culture and adopting a person centred care approach to recognise, respect, value and harness difference, for the benefit of those to whom we provide services. In delivering our services, we seek to eliminate discrimination on the grounds of: age, disability, race, religion, sex, sexual orientation and transgender. We aim to advance equality, eliminate discrimination and foster good relations.

We ensure that our staff are professionally and culturally equipped to meet the individual needs of the patients, public, customers and stakeholders who represent the diverse communities in Scotland



Ian Crichton

Chief Executive

NHS National Services Scotland

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## 1. Legal Context:

The Public Sector Equality Duty was created by the Equality Act 2010 and replaced the previous race, disability and gender equality duties. The duty came into force in April 2011 and covers **age, disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation**.

The general equality duty is set out in section 149 of the Equality Act and in summary this means that NSS must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups

The duty to have due regard to the need to eliminate discrimination in the area of employment also covers marriage and civil partnership.

The Equality Act gives Scottish Ministers the power to impose specific equality duties through regulations. The public sector equality duty is in two parts, the public sector equality duty in the Equality Act 2010 which is often referred to as the “general duty” and the specific duties.

The specific duties for Scotland came into force on the 27<sup>th</sup> of May 2012 and therefore NSS is required to:

1. Report on mainstreaming the equality duty
2. Publish equality outcomes and report progress
3. Assess and review policies and practices
4. Gather and use employee information
5. Publish gender pay gap information
6. Publish equal pay statements
7. Consider award criteria and conditions in relation to public procurement
8. Publish required information in a manner that is accessible

## **2. Our operating landscape**

The Scottish Government's 2020 Route Map for health focuses on healthcare quality, population health and sustainability. The Cabinet Secretary has also been explicit about our three biggest challenges. These are our ageing population, tackling health inequality and affordability. Both of these sets of drivers underpin the policy and economic landscape within which we operate. To meet these challenges, health and social care integration has become central to the work of many organisations, ourselves included. The policy drive has been backed by the Public Bodies (Joint Working) (Scotland) Act 2014 and a commitment by ministers to shift spending accordingly, to push service integration on a scale not seen before.

### **Optimise service value**

NSS has worked to maximise the benefits our services provide. Through the Scottish National Blood Transfusion Service (SNBTS), in 2013-14 we collected 205,000 donations and supplied 230,000 whole blood components to the rest of the NHS — vital for saving lives across Scotland. We provided national leadership for many services across Scotland, including successful implementation of digital mammography within the Scottish Breast Screening Programme, introducing Abdominal Aortic Aneurysm Screening and a new national Specialist Prosthetics Service.

We both negotiate national contracts for healthcare supplies and deliver many of those supplies ourselves. Our national contracting service has realised significant efficiencies for NHSScotland, releasing savings for reinvestment into patient care by NHS Boards to the value of £49 million this year. Approximately 46 million items were shipped from the National Distribution Centre with total revenue of £134 million, an increase of 9% from the previous period and above budgeted levels.

We have worked closely with NHS Boards, regional planning groups, Police Scotland, local authorities, Scottish Government and the Crown Office to establish a national network for forensic and healthcare services for people in police care. The transfer of responsibility for these services from Police Scotland to NHSScotland is on target and has already been achieved in the west and north of the country.

### **Enhance customer and partner focus**

We continue to strive to make our public involvement programme as meaningful as possible. We have made progress, particularly around national services and Public Health and Intelligence, and the Scottish Health Council rated as 'exemplary' our annual public involvement event.

### **Build Organisational Effectiveness**

Our internal transformational programme (QuEST) has begun to pay dividends with improved performance. Simplifying our structure, bringing together our many strands into six Strategic Business Units, is now complete. This has broken down internal barriers to more efficient and effective working and the anticipated synergies are now becoming visible.

## **Be a Great Place to Work**

Our final strategic outcome is around valuing the staff who make it all possible. We strive to remain a flexible and understanding team, and promote core values of Respect and Care, Openness, Integrity, Excel and Improve, Committed to Each Other and Customer Focus. Our work over the last year to promote a safe and healthy working environment has resulted in a reduction both in sickness absence and injury reports.

As an organisation, we value diversity. To supply our diverse range of services requires a diverse set of professional skills, and we are proud of the diverse workforce that provides these.

Staff feedback, as reported through the national NHSScotland staff survey, shows that NSS remains one of the better NHS Boards to work within. However, it also highlighted that we have further work to do to in this area, particularly around engagement and involvement, if we are to achieve the high standards we set for ourselves. In many areas, NSS is already a great place to work, but as with any organisation, there are areas where staff satisfaction is lower. In particular, there was a shared concern by some of our staff with disabilities about issues in the workplace. In response, we have set up a disabled staff forum run by staff to look at these issues, and will take this and other work forward over the next year, in partnership with our Trades Union colleagues.

## **Looking ahead**

For NSS, the last five years have been about building capability. We have been strengthening the foundations of our organisation so that we could meet new demands and take up new opportunities wherever they came from, all in the context of the tough economic operating environment.

Looking ahead, the integration of Health and Social care will be challenging for the public sector. This principle is backed up by a clinical leadership network delivering cohesion across the healthcare and public health specialities. By working in a productive, efficient and consistent way we can best support our 3 customer cohorts,

i.e.

- Public Bodies
- Professional Groups and Individuals (and)
- The Public

NSS will contribute to building efficiency, effectiveness and cohesiveness across health and social care integration primarily by putting our customers at the heart of everything we do.

The specific priorities will focus on the development and delivery of 3 key activities.

These are National Shared Services for NHSScotland, supporting Health and Social Care Integration and finally support to wider Public Sector Reform. These are new demands and will shape the future workforce size, capability and capacity.

### **3. Motion and Movement 2013 - 2015**

The mainstream equality and workforce data report in 2013 reported on the number of employees (headcount) and the training profile in relation to the learning and development of staff. The report in 2013 did not include the recruitment report or the leavers report.

Since 2013 there have been improvements and in 2015 we are reporting the recruitment, headcount, learning and development and leavers profiles for the equality data.

Since 2013 there has been an increase of 16-19 year olds working with NSS from zero (0) in 2013 to four (4) in 2015. The higher percentage of people being recruited into NSS is in the 30-34 age range followed by the 25-29 age range. In the ethnic origin category there has been an increase in the recruitment of people from the following ethnic origins Chinese (+2), African (+1), Indian (+4), White Scottish (+4), White Irish (+2).

In 2013 the number of disabled employees was twenty eight (28) in 2015 this has decreased to twenty three (23).

In comparison to 2013 an initial analysis of the data available it shows that the majority of the NSS workforce does not respond to the equality questions that are asked of them. This is in the areas of transgender, sexual orientation, disability and religion.

### **4. Mainstreaming the Equality Duty in NHS National Services Scotland - Case Studies**

## **National Procurement**

In 2012 the Department of Work and Pensions announced the withdrawal of funding by 2013 granted to Remploy that would result in the closure of five Remploy textile factories in Scotland that employed approximately 250 staff, over 80% of whom were disabled or faced complex challenges to gain employment.

Haven Products Ltd, the Scottish division of Rehab Industries, secured the assets and two of the Remploy factories on closure of the Remploy factory business in October 2013.

However a very substantial challenge that had to be overcome for Haven Products to be able to make this investment was they required a significant “seed” contract to provide revenue and cash flow during the initial years of this enterprise. Scottish Government sought support for these endeavours from both the public and private sectors within Scotland.

NSS National Procurement seized the opportunity to create, in partnership with Dimensions UK Ltd and Scottish Government colleagues, an innovative, viable procurement strategy to use Haven PTS as a key part of the supply chain of uniform products throughout NHS Scotland. This strategic approach also offers Haven PTS opportunity to significantly grow their textiles business based in Scotland as a key participant in the supply chain for Dimensions UK full range of customers throughout Europe.

In line with the objective the main measurable benefit has been to provide new sustainable employment, with wage rates set at the living wage, for disadvantaged people in Scotland.

By July 2014 the headcount created by the initiative was 21 by the start of 2015 this will be in excess of 30.

It is anticipated that this is a scalable business model and will attract additional customers with future increase in employment.

## **National Services Division**

The Specialist & Screening Directorate has made significant progress in relation to improving equitable access to specialist and screening services for transgender people in 2014.

We worked with NHS Boards across Scotland over the last year to introduce nationally funded gender reassignment surgical services for transsexual people who require specialist surgical interventions to reassign their sex by changing physiological attributes of sex. We now have agreed patient pathways and protocols for equitable access for residents of Scotland to 3 specialist surgical services – male



to female, female to male gender reassignment surgery, and specialist chest construction for transmen.

The Gender Identity Managed Clinical Network was launched on 3 December 2014.

We have also succeeded in getting funding approval from NHS Boards and SG for changes to IT systems in screening to support access to national population screening services for transgender people. The IT changes have not yet been programmed because they are complex and will take time – but they are now in planning for implementation.

On the “helping you decide” leaflets we have continued to work with NHS Health Scotland and other Boards and patient groups to ensure that information about specialist and screening services is available in a variety of forms to ensure the information is accessible to all.

### **Scottish National Blood Transfusion Service (SNBTS)**

We have worked with NHS24, the Scottish Council for Deafness (SCOD) and deaf volunteers to pilot the British Sign Language (BSL) online interpreting service in the Glasgow donor centre. We worked with the deaf volunteers to improve their donation experience by having access to the online BSL interpreting service throughout their donation journey. We will use the learning from the pilot to address the long term provision of BSL in the Glasgow donor centre.

### **Online Training Module**

All staff complete the online equality and diversity training. The online training is mandatory and staff are given protected work time to complete the training as well as a paper version made available to those staff who do not have access to PC's in work time.

### **Equality Impact Assessment Training**

Equality Impact Assessment training is delivered to staff face to face and aims to support staff in the completion of the Equality Impact Assessment process and improve the quality of the approach.

### **Nurse Engagement Annual Events**

The Nursing Professional and Development event is an invaluable opportunity for NSS and the nursing workforce as a means of seeking the informed view of frontline staff which will help the organisation understand how best it can maximise its impact on health, achieve its ambitions and improve service. The NSS Values and Equality are an integrated theme throughout these events.

### **Equality and Diversity Roadshows**

The equality and diversity roadshows are open to all NSS staff and provide a face to face interactive day session to explore what equality means in practice. Staff are asked to explore what the impact of discrimination can be and what strategies they would put in place to prevent this and recognise organisational and individual responsibility.

### **Central Legal Office Training for NHS Boards**

As part of their service to the Public Sector in Scotland the Central Legal Office provides face to face training for all NHS Boards across Scotland on the Equality Act.

### **Equality Impact Assessment Process – the approach in NSS**

The Equality Impact Assessment process is built into all new programmes and project business plans which include a start- up checklist to ensure that equality is considered at the start up stage of any new programme and / or project. The outcome of the Equality Impact Assessment must be included in all papers presented to the NSS Board All National Service Reviews build in community engagement and involvement to ensure that the experience of equality groups is captured and fed the review.

## **5. Final thoughts**

NSS recognises the importance of monitoring equality and diversity in the workforce as it enables us to examine how our employment policies and processes are working and to identify areas where these appear to be impacting disproportionately on certain groups of staff.

It is necessary to meet legislative requirements, provide the basis for showing ‘due regard’ and can lead to the development of better and more informed, inclusive decision making, including decisions on recruitment and promotion. Effective monitoring also helps us minimise possible legal, financial and reputational harm.

The purpose of collecting equality information is to look at the differences between groups, identify trends over periods of time, to investigate the reasons for these differences and to implement the appropriate action to mitigate any potential negative impact.

Understanding the demographics of the NSS workforce can enable NSS to highlight the differences between groups in relation to their satisfaction, engagement and progression. This can enable NSS to identify, tackle and prevent issues that would otherwise undermine employee engagement and productivity.

### **Equality and diversity monitoring can help to:**

- **build reputation** –the best performing organisations are those that invest most on promoting equality and diversity in their workforce<sup>1</sup>;

- **improve productivity** –valuing and supporting the diversity of people’s backgrounds and lifestyles is important in making the most of the contribution that they can bring to an organisation’s performance
- **recruit and retain the best** from the widest talent pool;
- **create awareness** - Signalling the organisation’s understanding of and commitment to creating a more inclusive work environment;
- **provide specific reasonable adjustments, training or interventions;**
- **Identify and address any inequalities** - in the application of employment practices; and
- **avoid risk** –compliance with the Equality Act 2010 avoids damaging and costly employment tribunals or negative publicity

**The workforce data tables and narrative follow on from pages 11 – 23**

## **6. NHS National Services Scotland – Workforce Data**

NSS has gathered the equality information in line with the Data Protection Act and in line with the data protection principles to ensure that the information is:

- used fairly and lawfully
- used for limited, specifically stated purposes
- used in a way that is adequate, relevant and not excessive
- accurate
- kept for no longer than is absolutely necessary
- handled according to people’s data protection rights
- kept safe and secure

Due to the sensitive nature of the equality information and where low numbers are reported we have shown an asterix in the data tables for 5 or less.

The Equality Act 2010 Public Sector Equality Duty (PSED) requires NSS to ask their staff information in relation to the protected characteristics. Staff are not legally required to answer or provide the equality information.

This report shows those staff who declined to answer the equality questions and the heading the numbers of staff who have not responded at all to the equality question.

The data has been gathered from analysing information from the HR Empower system and the financial payroll system.

NSS supports age diversity across the workforce through the workforce planning process by introducing new initiatives including:

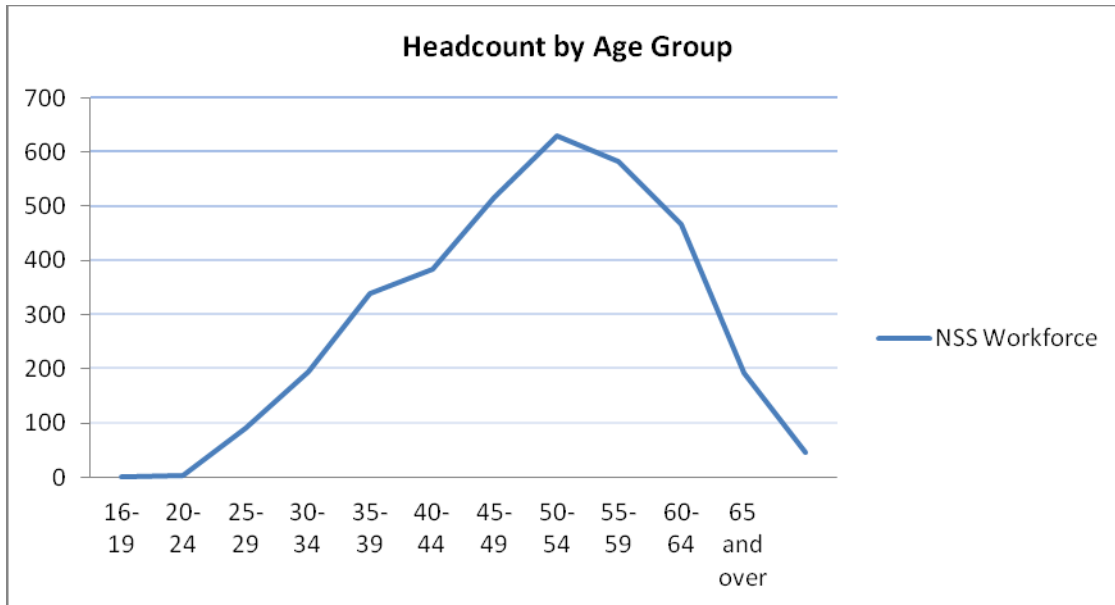
- **Modern Apprenticeships Programmes**- the Procurement, Commissioning and Facilities Strategic Business Unit is currently participating in the Modern Apprenticeship Programme and NSS is looking at how this can be rolled out to the other strategic business units.
- NSS is currently investigating opportunities for developing a **Graduate Placement programme**.
- **Succession Planning** – a succession planning programme is currently in place for Executive level staff and NSS is exploring how this can be cascaded across the organisation.

The table below provides the Age demographics of the NSS Workforce. This shows that the age distribution of NSS staff is concentrated towards the higher age range with 57% of the workforce population aged 45 years and above- a 4% increase since December 2012. The comparison with the 2012 data also shows that the proportion of the workforce over 50 years of age has increased by 2%. The data shows a slight increase of 0.4% in the proportion of staff aged over 60 years.

**Equality Data Tables and Graphic illustration of the breakdown of NSS workforce in relation to the protected characteristics:**

**Table: Number of Employees (at 31.12.2014.) Headcount by Age:**

Age	Number of Employees	%
16-19	4	0.12%
20-24	91	2.64%
25-29	195	5.65%
30-34	339	9.83%
35-39	385	11.16%
40-44	517	14.99%
45-49	630	18.27%
50-54	583	16.90%
55-59	467	13.54%
60-64	192	5.57%
65 and over	46	1.33%
<b>Total</b>	<b>3449</b>	



**Graph: Number of Employees by Age (at 31.12.2014)**

**Headcount by Transgender:**

Transgender Y/N	Number of Employees	%
Declined	4	0.12%
No	1732	50.22%
Staff who did not make any response	1713	49.67%
<b>Total</b>	<b>3449</b>	

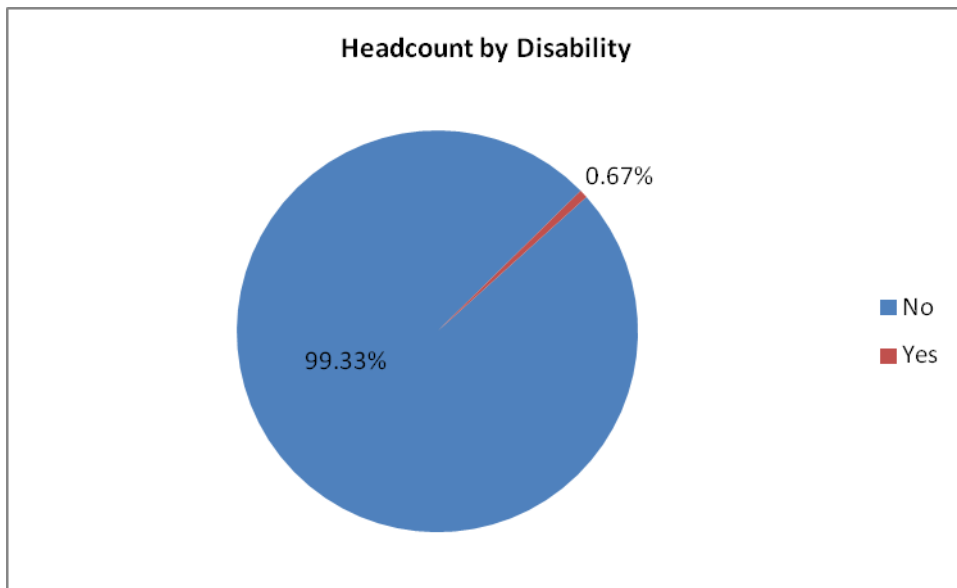
**Headcount by Religion:**

Religion	%	Number of staff
Jewish	0.03%	1
Sikh	0.06%	2
Buddhist	0.17%	5
Hindu	0.23%	7
Muslim	0.41%	14
Other	0.84%	28
Prefer not to answer	1.42%	48
Christian - Other	3.71%	127
Roman Catholic	5.62%	193
Church of Scotland	10.38%	358
No Religion	13.19%	454
Staff who did not make any response	63.93%	2204

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**Headcount by Disability:**

Disabled Y/N	Number of Employees	%
No	3426	99.33%
Yes	23	0.67%
Total	3449	



Disability is defined in the Equality Act as “having a physical or mental impairment that has a substantial or long-term effect on your day to day activities.”

‘Substantial’ is more than minor or trivial, e.g. it takes much longer than it usually would to complete a daily task like getting dressed.

‘Long-term’ means 12 months or more, e.g. a breathing condition that develops as a result of a lung infection.

There are special rules about recurring or fluctuating conditions, for example, arthritis.

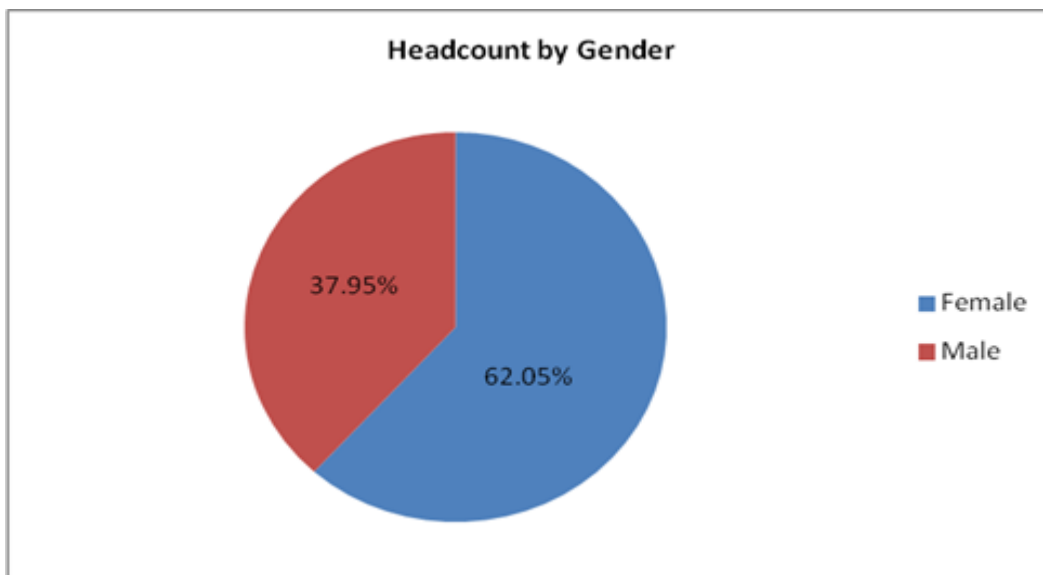
In certain circumstances staff will not consider themselves disabled or wish to be “labelled” as disabled and therefore will not respond to this question as yes.

NSS will improve the communication strategies for equality monitoring so that staff have a better understanding of why it is important to monitor employees in the workplace for their equality data.

### Headcount by Gender:

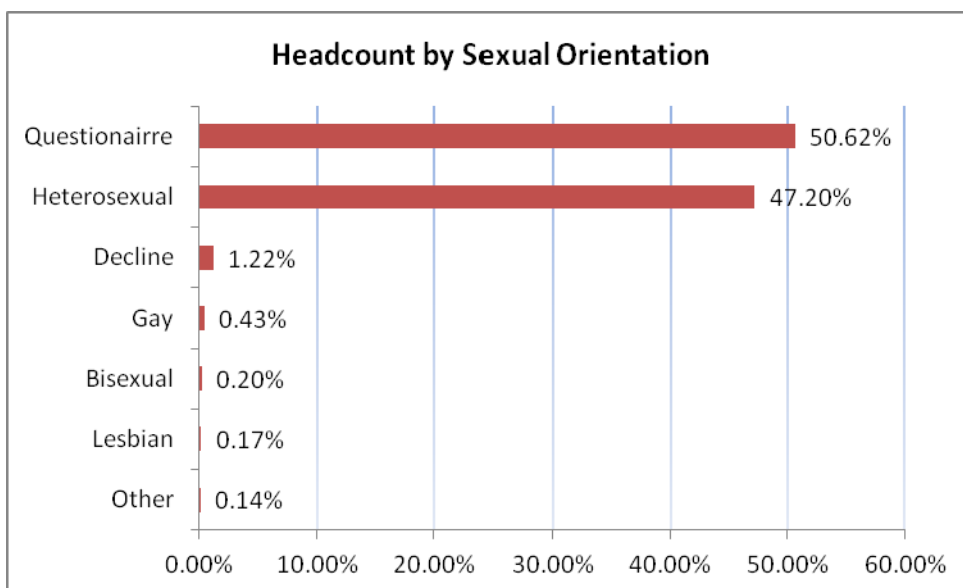
Gender	Number of Employees	%
Female	2140	62.05 %
Male	1309	37.95 %
Total	3449	

The proportion of men working for NSS is lower than women employees and than in the national workforce. However the health and social care sector traditionally employs more women than men.



### Headcount by Sexual Orientation:

Sexual Orientation	Number of Employees	%
Other	5	0.14%
Lesbian	6	0.17%
Bisexual	7	0.20%
Gay	15	0.43%
Decline	42	1.22%
Heterosexual	1628	47.20%
Staff who did not make any response	1746	50.62%
Total	3449	



**\*\* questionnaire means that staff did not make any response to the question \*\***

**Headcount by Ethnicity (\* indicates the number of staff is less than 5):**

Ethnic Origin	Number of Employees
African	15
Any Mixed Background	22
Bangladeshi	*
Caribbean	*
Chinese	13
Indian	16
Other Asian	8
Other Black	*
Other Ethnic Background	10
Other White	91
Pakistani	17
Prefer not to answer	26
Staff who did not make any response	91
White British	269
White Irish	17
White Scottish	2848
Total	3449

**Recruitment Report:**

NSS monitors on a regular basis the composition of its workforce and job applicants with a view to ensuring equality of opportunity and promoting equality and diversity.



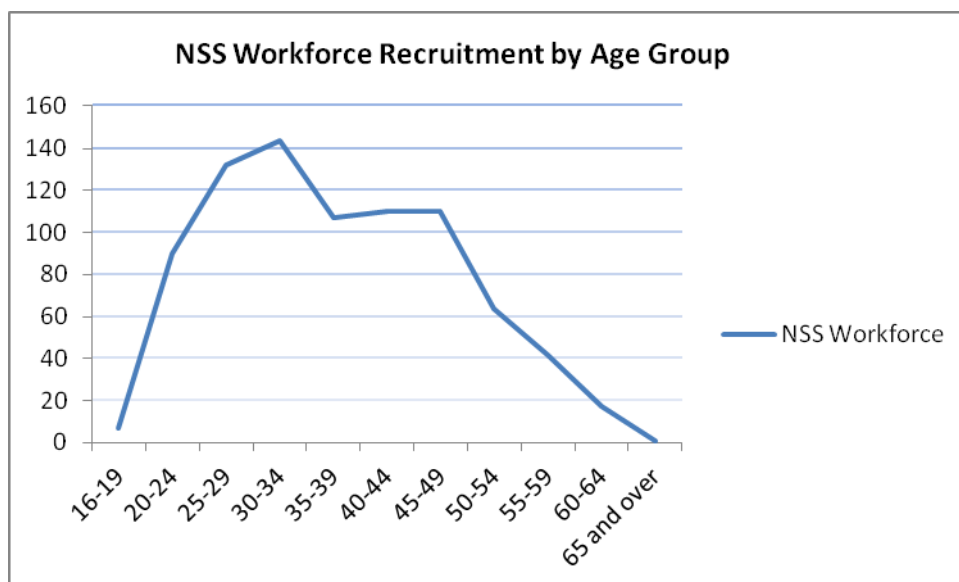
This involves seeking equality monitoring information from all job applicants from the point of request of application through to appointment and beyond.

NSS is required to monitor those who apply for jobs including the internal and external recruitment processes.

The tables below show the profiles of all staff who have been recruited to posts within NSS between January 2013 and December 2014. The data covers both internal and external recruitment.

The table below illustrates that the higher percentage of people being recruited is in the 30-34 age range followed by the 25-29 age range.

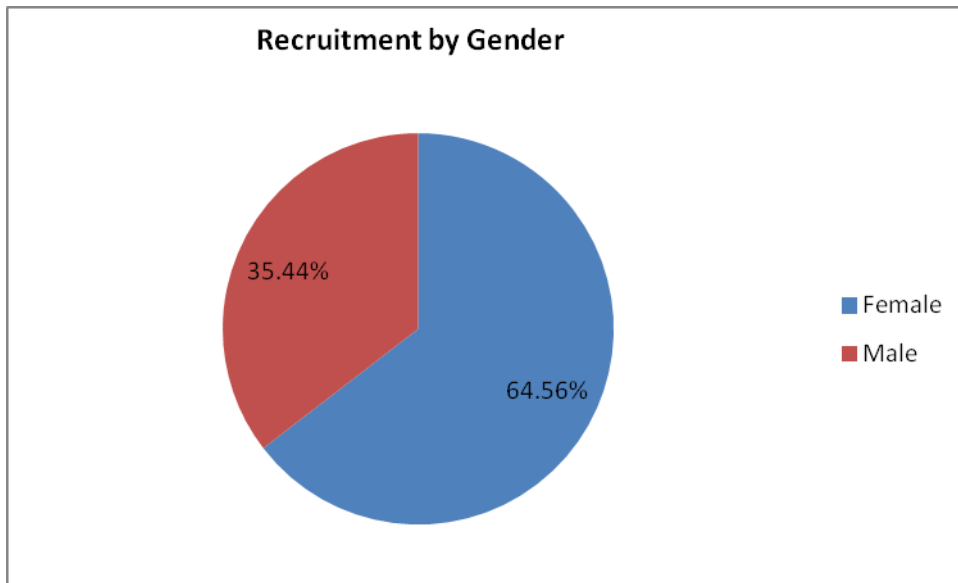
Age	NSS Workforce	%
16-19	7	0.85%
20-24	90	10.92%
25-29	132	16.02%
30-34	144	17.48%
35-39	107	12.99%
40-44	110	13.35%
45-49	110	13.35%
50-54	64	7.77%
55-59	42	5.10%
60-64	17	2.06%
65 and over	1	0.12%
Total	824	



### Recruitment breakdown by Gender:

Gender	Number of Employees	%
Female	532	64.56%

Male	292	35.44%
Total	824	



**Recruitment breakdown by Transgender:**

Transgender Y/N	Number of Employees	%
No	718	87.14%
Staff who did not make any response	106	12.86%
Total	824	

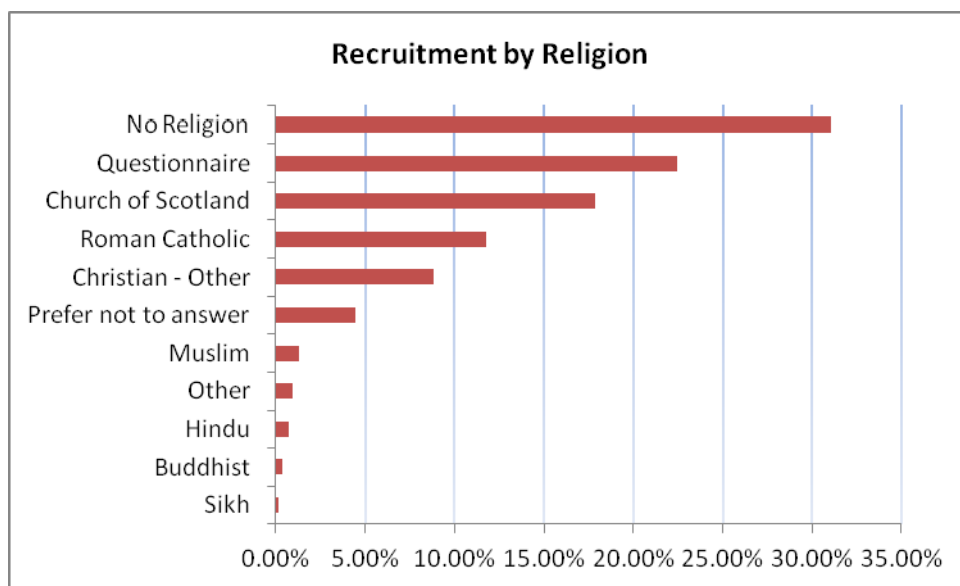
**Recruitment breakdown by Sexual Orientation:**

Sexual Orientation	Number of Employees
Bisexual	*
Decline	43
Gay	7
Heterosexual	639
Lesbian	5
Staff who did not make any response	126
Total	824

**Recruitment breakdown by Religion: (\* means less than 5 people)**

Religion	Number of Employees
Buddhist	*
Christian - Other	73

Church of Scotland	147
Hindu	6
Muslim	11
No Religion	256
Other	8
Prefer not to answer	37
Staff who did not make any response	185
Roman Catholic	97
Sikh	*
Total	824



(questionnaire means that staff made no response at all)

#### Recruitment breakdown Disability:

Disabled Y/N	Number of Employees	%
No	821	99.64%
Yes	3	0.36%
Total	824	

#### Recruitment breakdown Ethnicity:

Ethnic Origin	Number of Employees
African	8
Any Mixed Background	9
Bangladeshi	*

Chinese	7
Indian	7
Other Asian	5
Other Ethnic Background	*
Other White	45
Pakistani	8
Prefer not to answer	19
Staff who did not respond at all	22
White British	119
White Irish	8
White Scottish	564
Total	824

### Next Steps for Recruitment:

NSS will analyse the Recruitment reports to identify where potentially there underrepresented groups. This analysis will help us identify where we can take positive action to encourage those underrepresented groups to apply for positions within NSS.

### Leavers Report:

The following information is related to those 656 staff that have left NSS. The information provided details the protected characteristics of the staff.

### Leavers by Gender:

Gender	Number of Employees
Female	430
Male	226
Total	656

### Leavers by Disability:

Disabled Y/N	Number of Employees
No	644
Yes	12
Total	656

### Leavers by Ethnicity:

Ethnic Origin	Number of Employees
African	8
Chinese	4
Indian	4
Other Asian	2
Other Black	2
Other White	21
Pakistani	8
Prefer not to answer	8
Staff who made no	13

response	
White British	58
White Irish	6
White Scottish	522
Total	656

### Leavers by Religion:

Religion	Number of Employees
Buddhist	3
Christian - Other	33
Church of Scotland	62
Hindu	2
Muslim	8
No Religion	101
Other	5
Prefer not to answer	8
Staff who made no response	393
Roman Catholic	41
Total	656

### Leavers by Sexual Orientation:

Sexual Orientation	Number of Employees
Bisexual	3
Decline	12
Gay	1
Heterosexual	347
Other	2
Staff who made no response	291
Total	656

### Leavers by Transgender:

Transgender Y/N	Number of Employees
Decline	1
No	368
Staff who made no response	287
Total	656

### Training Report:

#### Training by Ethnicity: ( \* means less than 5 people)

Ethnic Origin	Number of Courses	Number of Days Training	Average Length
African	15	20	1.33

Any Mixed Background	10	10	1.00
Caribbean	*	*	1.00
Chinese	19	20	1.05
Indian	20	34	1.70
Other Asian	8	8	1.00
Other Black	*	*	2.00
Other Ethnic Background	25	31	1.24
Other White	71	85	1.20
Pakistani	9	10	1.11
Prefer not to answer	22	24	1.09
Staff who made no response	87	96	1.10
White British	274	307	1.12
White Irish	22	23	1.05
White Scottish	2259	2666	1.18

**Training by Gender: The following tables illustrate the training profile of staff in relation to their protected characteristic.**

Gender	Number of Courses	Number of Days Training	Average Length
Female	1816	2095	1.15
Male	1029	1245	1.21

#### **Training by Disability:**

Disabled Y/N	Number of Courses	Number of Days Training	Average Length
No	2817	3306	1.17
Yes	28	34	1.21

#### **Training by Religion:**

Religion	Number of Courses	Number of Days Training	Average Length
Buddhist	10	10	1.00
Christian - Other	116	137	1.18
Church of Scotland	289	346	1.20
Hindu	13	17	1.31
Muslim	13	18	1.38
No Religion	439	510	1.16
Other	28	34	1.21

Prefer not to answer	38	40	1.05
Staff who made no response	1774	2086	1.19
Roman Catholic	125	142	1.14

### Training by Sexual Orientation: (\* means less than 5 people)

Sexual Orientation	Number of Courses	Number of Days Training	Average Length
Bisexual	*	*	1.00
Decline	31	31	1.00
Gay	7	9	1.29
Heterosexual	1507	1811	1.20
Lesbian	*	*	1.00
Other	*	5	2.50
Staff who made no response	1294	1480	1.14

### Training by Transgender:

Transgender Y/N	Number of Courses	Number of Days Training	Average Length
Decline	2	5	2.50
No	1581	1895	1.20
Staff who made no response	1262	1440	1.16

NSS will continue to analyse the data from the Staff Survey and will monitor and report on progress in 2017 through the NSS Staff Governance Action Plans.

Data reports: end

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