

**NHS FRIMLEY**  
**WORKFORCE RACE EQUALITY STANDARD (WRES)**  
**ACTION PLAN**



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## Workforce Race Equality Standard (WRES) Action Plan

The NHS Workforce Race Equality Standard (WRES) is a national standard for NHS Trusts and Integrated Care Boards (ICBs) to provide data against 9 indicators. NHS Frimley's Standard WRES action plan forms an important and integral part of NHS Frimley Organisational Development and People Plan. Tackling inequality for NHS Frimley's Black, Asian and Minority Ethnic (B.A.M.E.) staff is essential to ensure that we support, nurture, and develop our people and enable the community within NHS Frimley to be the best we can be in a safe and inclusive environment.

This has never been so important than now, when our B.A.M.E. staff and communities have experienced unprecedented negative impacts because of Covid19 in 2020.

Feedback, alongside workforce data, tells us that our B.A.M.E. staff have not always felt that we have supported them as we should as an organisation. Whilst we have progressed over the last couple of years, there is still work to be done in this arena, and feedback from the NHS Staff Survey 2022/23 is showing there are disparities for our B.A.M.E. staff.

We know there are areas where we need to improve and short, medium- and long-term action is needed to tackle inequalities in recruitment, career progression, representation at senior and Board level as well as the lived experience of our staff with regard to values and behaviours.

Our WRES action plan therefore describes how we intend to achieve these outcomes. This will be integrated with NHS Frimley Organisational Development and People Plan so that we can make change at all levels. This report summarises our WRES results for 2021/22 and our results from the NHS Frimley Staff Survey 2022/23; and highlights our key areas of improvement. It describes where we are now as an ICB, where we want to get to by May 2024, and how we will get there. **At time of writing the WRES Action Plan, NHS England have not confirmed the date when the WRES data will need to be submitted for Integrated Care Boards.**

The intentions for the WRES Action Plan will

- form an integral part of the B.A.M.E. Network and NHS Frimley Organisational Development Plan
- support, nurture and develop our staff who fall under these protected characteristics.
- For the B.A.M.E Network to be seen as an exemplar to other networks and other parts of the organisation.
- strengthen and increase action on tackling workforce inequalities focussed on structural, institutional, and interpersonal change.
- Provide focus on key areas for improvement and success measures.
- strengthen accountability for delivery of the WRES Action plan within NHS Frimley

The WRES Actin Plan was shared with the B.A.M.E. Network and the NHS Frimley EDI Working Group for comments and approved by the Senior Leadership Team.

The plan is built on significant feedback and data that has already been provided by our B.A.M.E. staff from our ESR records and the NHS Frimley annual staff survey (2023).

The figures are taken from the 2021-22 NHS Frimley CCG (***note these figures do not represent NHS Frimley Integrated Care Board***). The Workforce Race Equality Standard figures were not submitted to NHSE, as ICB's were not included for submission in 2022-23.

## Workforce Data

Number of Staff – NHS Frimley CCG	260	100%
Number of white colleagues	173	67%
Number of B.A.M.E. colleagues	57	22%
Number of unknown	30	12%

Under unknown – there will be representation from staff who prefer their identity to be anonymous whether it be from the white or B.A.M.E. community.

## NHS Frimley Community's Breakdown\*

Number of residents in the Community	824,091	100%
White	522,943	67%
Asian or Asian British	143,655	
Mixed	20,234	
Black or Black British	21,928	
Other ethnic Groups	30,346	
Total	216,233	26%
Insufficient Data	54,915	7%

\*Connected Care 2022

The data shows that 67% of our population is of white ethnicity with 26% of our population from a B.A.M.E. ethnicity. There is insufficient data for 7% of our population, who cannot be identified.

The data shows at NHS Frimley there is an under-representation of B.A.M.E. staff (22%) compared to NHS Frimley community population (26%). Although we do not know the ethnicity of 12% of our workforce and there is insufficient data of 7% of the community who we serve.

It's important to understand that the staff and community populations are dynamic. When considering the data to hand, we have formed the following action plan.

## Governance

The progression of the WRES Action Plan will be overseen and monitored by the NHS Frimley EDI working group and reported to the Senior Leadership Team.

**Indicator 1** – Percentage of in each of the Agenda for Change Bands 1-9 VSM (including SLT members) compared with the percentage of staff in the overall workforce- Calculations are undertaken separately for non-clinical staff and clinical staff (2021-2022 NHS Frimley CCG figures)

**Non-Clinical Staff**

NON-CLINICAL STAFF	White		BME		Unknown		TOTAL (Headcount by Band)
	Headcount	(%)	Headcount	%	Headcount	%	
Under Band 1	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Band 1	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Band 2	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Band 3	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Band 4	6	50.0%	4	33.3%	2	16.7%	12
Band 5	18	75.0%	6	25.0%	0	0.0%	24
Band 6	15	83.3%	2	11.1%	1	5.6%	18
Band 7	16	51.6%	11	35.5%	4	12.9%	31
Band 8A	21	75.0%	5	17.9%	2	7.1%	28
Band 8B	12	66.7%	5	27.8%	1	5.6%	18
Band 8C	14	77.8%	3	16.7%	1	5.6%	18
Band 8D	9	81.8%	1	9.1%	1	9.1%	11
Band 9	2	50.0%	1	25.0%	1	25.0%	4
VSM	10	71.4%	2	14.3%	2	14.3%	14
TOTAL	123		40		15		178

The following are highlights from the WRES data.

- There is an under-representation of B.A.M.E. staff (22%) compared to NHS Frimley community population (26%) Although we do not know the ethnicity of 12% of our workforce).
- We have an over-representation at Bands **4, 5** and **7**
- A bottle neck at Band **6** with 2 members of staff being represented from the B.A.M.E. community.
- Under representation of B.A.M.E. staff from **Band 8A**
- There are 15 members of staff with ethnicity is unknown.

### Synopsis of NHS Frimley CCG non-clinical Data

NON-CLINICAL STAFF	White		BME		Unknown		TOTAL (Headcount by Band)
	Headcount	(%)	Headcount	%	Headcount	%	
Under Band 1 plus Bands 1 to 4	6	50.00%	4	33.33%	2	16.67%	12
Bands 5 to 7	49	67.12%	19	26.03%	5	6.85%	73
Bands 8A to 8B	33	71.74%	10	21.74%	3	6.52%	46
Bands 8C to 9 and VSM	35	74.47%	7	14.89%	5	10.64%	47
<b>TOTAL</b>	123		40		15		178

Following is a synopsis of NHS Frimley CCG non-clinical staff with the following bandings:

- Under **Band 1**, plus **Bands 1- 4** showing a comparison of **33% B.A.M.E. staff** compared to **50% white staff**.
- **Bands 5-7**; showing a comparison of **26.03% B.A.M.E. staff** compared to **67.12% white staff**.
- **Bands 8A – 8B**; showing a comparison of **21.74% B.A.M.E. staff** compared to **71.74% white staff**.
- **Bands 8C-9** and **VSM**; showing **14.89% B.A.M.E. staff** compared to **74.47% white staff**.

## NHS Frimley CCG Clinical Staff

	White		BME		Unknown		TOTAL (Headcount by Band)
CLINICAL STAFF	Headcount	(%)	Headcount	%	Headcount	%	
Under Band 1	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Band 1	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Band 2	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Band 3	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Band 4	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Band 5	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Band 6	7	53.8%	4	30.8%	2	15.4%	13
Band 7	4	57.1%	2	28.6%	1	14.3%	7
Band 8A	15	68.2%	6	27.3%	1	4.5%	22
Band 8B	7	77.8%	2	22.2%	0	0.0%	9
Band 8C	1	50.0%	1	50.0%	0	0.0%	2
Band 8D	4	100.0%	0	0.0%	0	0.0%	4
Band 9	0	0.0%	1	100.0%	0	0.0%	1
VSM	12	50.0%	1	4.2%	11	45.8%	24
TOTAL	50		17		15		82

NHS Frimley CCG WRES data shows similar trajectory for our clinical staff:

- Clinical staff employment starts at a Band 6 with 30.8% are B.A.M.E. staff and 53.8% are white staff.
- Band 7 shows **29.6% are B.A.M.E. staff** and **57.1% are white staff**.
- Band 8A shows **27.3% are B.A.M.E. staff** and **68.2% are white staff**.
- Band 8B shows **22.2% are B.A.M.E. staff** and 77.8% are white staff.

- Band 8C shows **50% are B.A.M.E. staff** and **50% are white staff** (note: there is 1 B.A.M.E. staff member and 1 white member)
- Band 8D shows **100% are white staff**.
- Band 9 shows **100% are B.A.M.E. staff** (note: there is only staff member in this category)
- VSM shows **4.2% are B.A.M.E. staff** and **50.00% are white staff**.
- There are 15 members of staff whose ethnicity is unknown.

### Synopsis of Clinical Staff Data

	White		BME		Unknown		
CLINICAL STAFF	Headcount	(%)	Headcount	%	Headcount	%	TOTAL (Headcount by Band)
Under Band 1 plus Bands 1 to 4	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Bands 5 to 7	11	55.00%	6	30.00%	3	15.00%	20
Bands 8A to 8B	22	70.97%	8	25.81%	1	3.23%	31
Bands 8C to 9 and VSM	17	54.84%	3	9.68%	11	35.48%	31
<b>TOTAL</b>	50		17		15		82

Following is a synopsis of NHS Frimley CCG clinical staff with the following bandings:

- Under Band 1 plus Bands 1 to 4; shows no clinical staff being employed in these bands.
- Bands 5 – 7; shows **30% B.A.M.E. staff** compared to **55% white staff**.
- Bands 8A-8B; shows **25.81% B.A.M.E. staff** compared to **70.97% white staff**.
- Bands 8C to 9 and VSM; shows **9.68% B.A.M.E. staff** compared to **54.84% white staff**.



## Indicator 2 –Relative likelihood of staff being appointed from shortlisting across all posts.

Indicator	Data Item		Measure	2020			2021		
				B.A.M.E	White	Ethnicity Unknown	B.A.M.E	White	Ethnicity Unknown
2. Relative likelihood of staff being appointed from shortlisting across all posts	34	Number of shortlisted applicants	Headcount				168	214	7
	35	Number appointed from shortlisting	Headcount				17	28	2
	36	Relative likelihood of appointment from shortlisting	Auto-calculated				10.12%	13.08%	28.57%
	37	Relative likelihood of White staff being appointed from shortlisting compared to B.A.M.E staff	Auto-calculated					1.29	

The data shows the likelihood of white staff being appointed to a position at NHS Frimley CCG over B.A.M.E. member is **1.29%**

### Indicator 3 – Relative likelihood of BAME staff entering the formal disciplinary process compared to white staff.

Indicator	Data Item		Measure	2020			2021		
				B.A.M.E	White	Ethnicity Unknown	B.A.M.E	White	Ethnicity Unknown
<b>3. Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.</b>  <b>Note: This indicator will be based on a two year rolling average of the current year and previous year.</b>	<b>38</b>	Number of staff in workforce	Headcount				57	173	30
	<b>39</b>	Number of staff entering the formal disciplinary process	Headcount				0	0	0
	<b>40</b>	Likelihood of staff entering the formal disciplinary process	Auto-calculated				0.00%	0.00%	0.00%
	<b>41</b>	Relative likelihood of B.A.M.E staff entering the formal disciplinary process compared to White staff	Auto-calculated						

The data shows there is no member of staff either from B.A.M.E. staff or White staff who entered a formal disciplinary. However, the Network is aware of informal procedures happening to B.A.M.E. staff who have now left the organisation. In the future these informal procedures will be explored.

**Indicator 4 – Relative likelihood of white staff accessing non-mandatory training and continuing professional development compared to BAME staff.**

Indicator	Data Item		Measure	2020			2021		
				B.A.M.E	White	Ethnicity Unknown	B.A.M.E	White	Ethnicity Unknown
<b>4. Relative likelihood of staff accessing non-mandatory CPD and training</b>	<b>42</b>	Number of staff in workforce	Headcount				57	173	30
	<b>43</b>	Number of staff accessing non-mandatory CPD & training	Headcount				1	4	0
	<b>44</b>	Likelihood of staff accessing CPD & training	Auto-calculated				1.75%	2.31%	0
	<b>45</b>	Relative likelihood of White staff accessing non-mandatory CPD & training compared to B.A.M.E staff	Auto-calculated					<b>1.32</b>	

The WRES Data is showing white colleagues have a 1.32 advantage over BAME colleagues of accessing non-mandatory training and CPD training. We know that this is not a true reflection of any of our staff groups, and the People and Organisational Development Team are in the process of improving reporting on this indicator for all staff.

**Indicator 5 - Percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months (This data is taken from our 2022/23 NHS Frimley Staff Survey)**

Ethnicity Summary (q27)			Comparator (Organisation overall)	Mixed / Multiple Ethnic Groups, Asian / Asian	White	I would prefer not to say
Section	Q	Description	n = 239	n = 58	n = 177	n = 0
	q13a	Not experienced physical violence from patients / service users, their relatives or other members of the public	99.2%	100.0%	98.9%	*
	q14a	Not experienced harassment, bullying or abuse from patients / service users, their relatives or members of the public	96.2%	96.6%	96.0%	*

The NHS Frimley staff survey results are showing that there are less B.A.M.E. colleagues who have experienced harassment, bullying or abuse from patients, relatives, or the public than our white members of staff when compared to our white colleagues.

**Indicator 6 - Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months:**

Ethnicity Summary (q27)			Comparator (Organisation overall)	Mixed / Multiple Ethnic Groups, Asian / Asian	White	I would prefer not to say
Section	Q	Description	n = 239	n = 58	n = 177	n = 0
	q14c	Not experienced harassment, bullying or abuse from other colleagues	89.8%	78.9%	93.7%	*

The NHS Frimley survey results for staff who have experienced harassment, bullying or abuse from staff in the last 12 months are showing:

- More of our B.A.M.E. staff have experienced harassment, bullying or abuse from other colleagues.

**Indicator 7 - Percentage of staff believing that NHS Frimley provides equal opportunities for career progression or promotion.**

Ethnicity Summary (q27)			Comparator (Organisation overall)	Mixed / Multiple Ethnic Groups, Asian / Asian	White	I would prefer not to say
Section	Q	Description	n = 239	n = 58	n = 177	n = 0
Your personal development	q20	Feel organisation respects individual differences	80.8%	67.2%	85.9%	*
	q21a	Received appraisal in the past 12 months	78.2%	75.9%	79.1%	*
	q21b	Appraisal helped me improve how I do my job	21.4%	31.8%	18.6%	*
	q21c	Appraisal helped me agree clear objectives for my work	40.1%	40.9%	40.7%	*
	q21d	Appraisal left me feeling organisation values my work	38.5%	40.9%	38.6%	*
	q22a	Organisation offers me challenging work	82.4%	84.5%	81.8%	*
	q22b	There are opportunities for me to develop my career in this organisation	56.7%	51.7%	59.1%	*
	q22c	Have opportunities to improve my knowledge and skills	78.2%	70.7%	81.3%	*
	q22d	Feel supported to develop my potential	66.4%	65.5%	68.2%	*
	q22e	Able to access the right learning and development opportunities when I need to	64.7%	55.2%	68.2%	*

The data from the NHS Staff survey who answered the NHS Frimley staff survey around personal development highlights the following:

- The above data is showing fewer of our B.A.M.E. colleagues agree on the following:
  - Feels the organisation respects individual difference.
  - There are opportunities to improve my career in this organisation.
  - Have opportunities to improve my knowledge and skills.
  - Able to access the right learning and development opportunities when I need to

**Indicator 8** - over last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues.

Ethnicity Summary (q27)			Comparator (Organisation overall)	Mixed / Multiple Ethnic Groups, Asian / Asian	White	I would prefer not to say
Section	Q	Description	n = 239	n = 58	n = 177	n = 0
	q14b	Not experienced harassment, bullying or abuse from managers	91.2%	86.2%	93.8%	*
	q14c	Not experienced harassment, bullying or abuse from other colleagues	89.8	78.9%	93.7%	*
	q14d	Last experience of harassment, bullying or abuse reported	46.2	57.1%	36.4%	*

The following data shows the following:

- Greater percentage of B.A.M.E. Staff have experienced harassment, bullying or abuse from managers and from other colleagues.
- Greater percentage of our B.A.M.E. staff have reported on harassment and bullying.

## Indicator 9 - Number of Board Members

On 1 April 2021 – East Berkshire, North East Hampshire and Farnham & Surrey Heath CCGs merged to form Frimley CCG. Frimley CCG ceased to exist on 30 June 2022 and from 1 July 2022 the NHS Frimley Integrated Care Board was established. NHS Frimley ICB known as NHS Frimley is the new statutory NHS organisation responsible for planning and delivering health and care services. NHS Frimley works collaboratively with partner organisations including the voluntary, community and social enterprise sector, people and communities across the Frimley Health and Care Integrated Care Systems (ICS). This is represented at Board Level.

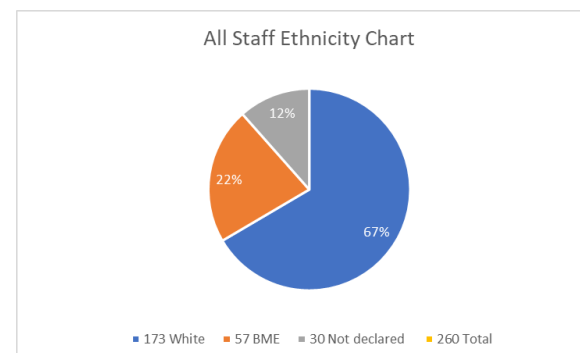
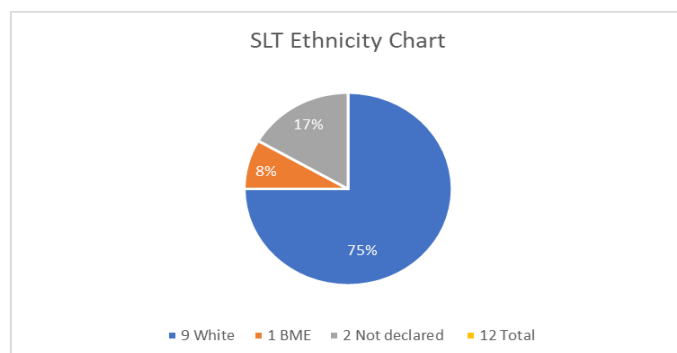
### NHS Frimley Board

NHS Frimley currently have 17 Board Members

At the time of writing this WRES Action Plan, the ethnicity of the NHS Frimley Board is in the process of being identified, and we cannot make a comparison between NHS Frimley B.A.M.E. staff and NHS Frimley Board members.

### NHS Frimley Senior Leadership Team SLT)

NHS Frimley SLT are represented by 12 members of staff. Below is a breakdown of the ethnicity of the SLT compared to NHS Frimley workforce (data taken from WRES results for NHS Frimley CCG for 2021/22)



Bracknell Forest • North East Hampshire and Farnham • Royal Borough of Windsor and Maidenhead • Slough • Surrey Heath



## What our results mean

Our BAME staff make up approximately 22% of our overall workforce.

There is work to be done around the opportunities of progression to staff of B.A.M.E. ethnicity.

- NHS Frimley's percentage of B.A.M.E. staff are not in line with NHS Frimley's community population.
- Bands 4, 5 and 7 over representation of B.A.M.E. staff.
- There is under representation of B.A.M.E. Staff at Band 6 and from Band 8A upwards
- Members of the B.A.M.E. community indicate they have experienced, harassment, bullying or abuse from other colleagues and managers.
- NHS Frimley do not have the ethnicity of NHS Frimley Board Members
- There is under-representation of B.A.M.E. Staff at Senior Leadership Team level.

The four outliers that the WRES action plan will take into consideration for 2023-2024 are:

- **Career Progression**
- **Recruitment**
- **Bullying and Harassment**
- **Representation at Board and Senior Leadership Team Level**

## ACTION PLAN

The action plan below sets out actions to be taken by NHS Frimley ICB with time frames and expected outcomes.

Action	Target Date	Expected Outcomes	Key Milestones	By Whom	Date completed
<b>Recruitment</b>					
Review of recruitment and selection policies and procedures	November 2023	Sets out clear guidelines for recruitment for the organisation	A recruitment policy that reduces barriers and unconscious bias.	HR Partners (SCW CSU) & Policy Group	
Put diverse recruitment panels in place	August 2023	Panels for shortlisting and decision-making elements to be diverse. This is in the process of being signed off and will give both the ICB and System fair and equal opportunities	The recruitment toolkit has been produced for the System by the EDI Team.  Reporting on recruitment should show a shift in equal opportunities for our B.A.M.E. staff	EDI Team	
Produce a process which reports on the interview the process	October 2023	Clear feedback given to all candidates	All Line managers to get training on how to use the process and current feedback mechanisms / forms	EDI Team / EDI Working Group / HR / People and OD	
Create consistent wording for recruiting to vacancies	September 2023	Fair and equal opportunities for all	All vacancies have consistent wording, including when considering equivalent experience / qualifications	HR	

Develop recruitment and selection training for all line managers	October / November 2023	Consistency across NHS Frimley	Reporting on recruitment should show a shift in equal opportunities for our B.A.M.E. staff	EDI Team / People & OD	
Improve exit interview process	October 23	Outcomes from the exit interview process to be shared with HR and the SLT Directorate Member	Report to SLT anonymously and People and OD Team to update Organisational Development Plan	HR / People & OD / EDI Team	
Campaign to improve reporting and data capturing of ethnicity.	September 2023	Improved reporting on ethnicities	Reporting will be more accurate and up to date	EDI Team	
<b>Career Progression</b>					
Implement focussed career conversations with BAME staff	February 2024	Focus on career opportunities for B.A.M.E. Staff	Wider opportunities and confidence building for B.A.M.E. Staff	Line Managers	
Increase representation of BAME staff at Band 6, 8A and above	February 2024	Detailed career conversation, Framework – Scope for Growth	Confident B.A.M.E. staff who will have the tools to apply for jobs at higher bands	Line Managers / People & OD	
Specific actions for BAME staff e.g., development programmes for roles such as 4, 5 and 8A	June 2024	Detailed career conversation, Framework – Scope for Growth	Confident B.A.M.E. staff who will have the tools to apply for jobs at higher bands	Line Managers / People & OD	
Capturing non-mandatory training and continuing professional development for all staff members, so we have picture of who is accessing training.	November 2023	All training to be logged on to ConsultOD	Reporting will be more accurate and up to date	HR / People & OD	

Bullying and Harassment					
Engagement workshops with all staff to embed equality, diversity and inclusion objectives through appraisal process	February 2024	Appraisals Documents have EDI objectives embedded within them.  EDI workshops for all staff	Greater understanding of the EDI agenda for all staff. To be discussed with all staff at appraisals by line managers and within team meetings	People & OD / EDI Team	
Provide training on organisational culture giving people the confidence to call out inappropriate comments and behaviours to report when behaviour falls below expected standards	On-going	Awareness of what is considered inappropriate and of expected behaviours.	Fewer staff complaints of inappropriate comments	EDI Team / HR / People & OD	
Shared learning and good practice across the ICB and the system	On-going	Shared learning will support all the systems EDI Objectives	A system that shows that we are anti-racist in everything thing we do, i.e., being equal, equitable, inclusive and diverse	EDI Team / People & OD	
Freedom to Speak Up Training for all staff	June 2023	All staff to be trained on FTSU	This training will be included in the ICB's statutory and mandatory training.	EDI Team / People & OD	
Increase Board and Senior Leadership Level Representation					
Recruitment to Mirror Board (a programme in its infancy)	September 2023	Shared learning will support all the systems EDI Objectives	A system that shows that we are anti-racist in everything thing we do, i.e., being equal, equitable, inclusive and diverse	People & OD/EDI Team/Frimley Academy	
Shadow members of SLT	April 2024	Shared learning will support all the systems EDI Objectives	Wider opportunities and confident B.A.M.E. staff who will have the tools to apply for jobs at higher bands	Line Managers	

## Appendices

### **Ethnicity and gender in detail 2022 NHS Frimley Staff Survey**

At the NHS Frimley Staff Survey 307 staff were invited and eligible to complete the survey. Out of the 307 staff, 239 staff completed the survey which is 78% of staff.

The following is a breakdown of the staff who answered the NHS Frimley staff survey and confirmed their ethnicity:

English/Welsh/Scottish/Northern Ireland	162
Irish	9
Any other white background	6
White & Asian	3
Indian	22
Pakistani	11
Bangladeshi	1
Any other Asian Background	1
African	7
Caribbean	2
Any other Black/African/Caribbean	1
Arab	2
Any other ethnic background	8

